

OKLAHOMA CITY PARK AVENUE RETAIL



2015

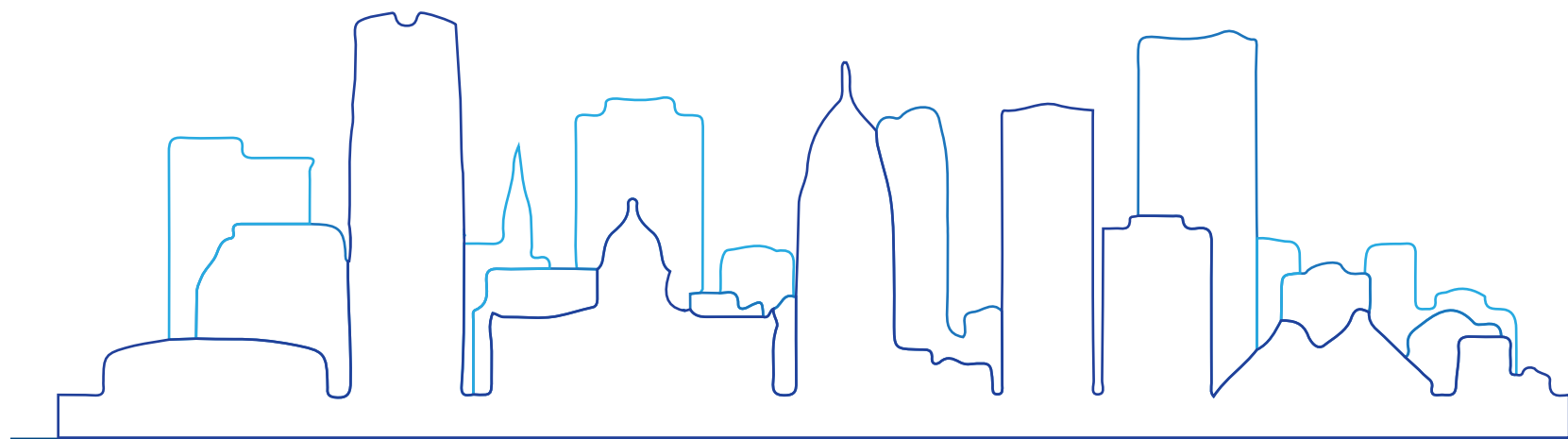


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INTRODUCTION

EXECUTIVE SUMMARY

In June 2014, the Oklahoma City Economic Development Trust (OCEDT) engaged retail consulting firm Downtown Works in partnership with design firm Kiku Obata & Company to provide retail and architectural assessment services focusing on Park Avenue, a dense, three-block area located in the heart of downtown Oklahoma City's Central Business District.

The OCEDT is leading the City's effort to establish an economic climate along Park Avenue that is attractive to a thriving mix of retail shops and restaurants. This initiative will expand on recent downtown investments made by the City of Oklahoma City and major employers and will also leverage downtown civic investments in arts venues and cultural infrastructure that have been made over the past two decades.

Why Park Avenue?

Park Avenue has great retail "bones" due to the street's early 20th Century identity as a downtown shopping district. A fairly narrow street width framed by buildings of varying sizes—including skyscrapers—provides an opportunity to create a continuous line of retail establishments along Park's three blocks. The street's inherently human scale still offers a comfortable setting in which to re-establish a vibrant shopping district.

All over the US, downtowns are undergoing a renaissance as young adults discover they want to live, work and play in these vibrant urban districts. But Millennials are not alone in their fascination with downtowns. Significant numbers of Baby Boomers are also rediscovering downtowns as places that provide almost everything they need for daily life, typically within walking distance. In addition, companies of all sizes are choosing to locate their facilities in dense urban locations as a way to appeal to the next generation of highly skilled workers. CEOs have realized that a downtown location provides an irresistible draw for young talent. They also recognize the efficiency of locating their headquarters near companies and professionals with whom they do business every day.

Finally, growing numbers of people who live outside downtowns have realized they are hungry for the wide variety of retail, dining and entertainment experiences that can only be found in authentic downtown settings. This group is described as "urban inclined" consumers.

What is the Park Avenue Market?

Nearly 13,000 employees work within the primary study area, with another 8,300 working within two blocks of Park Avenue. In addition, there are around 540 housing units and 1,000 hotel rooms on Park Avenue or within easy walking distance. The presence of this sizable, growing workforce supplemented by flourishing residential and hotel markets bring daily activity and consumer demand to downtown streets. Workers, residents and visitors all need places to eat and drink, service providers, and places to shop before, during and after work. Several long-time, destination retail operators located on or near Park Avenue and the recent arrival of several new ones demonstrates that the area already supports high quality retail.

Retail and Market Key Findings

- Park Avenue's urban form and variety of historic buildings lend themselves well to a shopping and dining district.
- Ongoing Project 180 Streetscape improvements have created (or will create) an attractive public realm that includes sidewalks, public plazas, and pedestrian promenades.
- Ground floor space in the Park Avenue district is significantly underutilized with nearly 90% of the primary frontage either vacant or in non-retail usage.
- Rehabilitation and reuse of the landmark First National Center must be a top priority. The centrally located complex includes nearly 20% of the district's total primary frontage.
- Retail demand outstrips supply in the study area, primarily in Food & Beverage and General Retail Goods categories.
- Downtown is experiencing significant growth outside the CBD but growth near Park Avenue is anticipated in office, housing and hotel rooms.
- CBD vacancies are mostly in the Dowell Center and Santa Fe Garage; most existing spaces on Park are occupied which means the reallocation of existing non-retail uses will be necessary to allow retail growth to occur.
- The current market is tied to the work week, so demand from 8.5 million annual visitors to Downtown OKC was not included in this market analysis. This is a substantial market to tap in future.

Establishing Successful Retail Along Park Avenue

Though the scale, design and variety of buildings along Park Avenue is well-suited for retail, the area includes many missed opportunities. In particular, the area encompasses 227,000 sf of gross leasable space, but 50 percent of that (110,000 sf) is vacant or in non-retail usage. Almost 90 percent of this space is located along primary frontages—i.e. those facing travel corridors with the highest amount of activity and visibility. In order for a retail district to grow and flourish along Park Avenue, this underutilized space must be activated.

The study devotes particular attention to the First National Center, a huge concentration of underutilized retail and office space located at the Park Avenue district's one hundred percent corner. Revitalization of this iconic structure will be a catalytic project for the Park Avenue district.

Merchandising, Retail Strategies and Phasing Recommendations

The study includes a recommended Merchandise Mix, a Summary of Retail Strategies and Phasing Recommendations, beginning with short-term objectives to capture and enhance existing and identified market segments in 1-5 years. Phasing concludes with consideration of how Park Avenue will be best positioned in the future downtown market, anticipating continued growth in employees, residents and visitors over the next 10-20 years.

Quality Retail Design/Pro Formas

The Design Section of the Park Avenue study establishes a strategy and framework of design recommendations to inspire thoughtful, context-sensitive improvements that will enhance existing and potential retail spaces. This section includes detailed examples of appropriate storefront design along both primary and secondary frontages, focusing on building facades, storefront windows, entryways and signage.

The design section also makes recommendations for pedestrian plazas, streetscape, alleys that can be captured to foster a healthy synergy between public/open space and retail establishments. The plan concludes with pro forma analysis of four distinct retail spaces along Park Avenue. Each pro forma includes analysis of existing conditions, opportunities, exterior design recommendations, and income pro forma statements.

RECOMMENDATIONS

Park Avenue possesses the authentic urban bone structure and central downtown location that naturally lends itself to a successful urban retail district. The time is right to capitalize on Park Avenue's authenticity and join the continuing trend across the US to reinvest in downtown.

The area of downtown Oklahoma City known as the Park Avenue district presents a significant opportunity to create a strong and vibrant pedestrian-oriented shopping and dining district in support of a growing downtown workforce and increasing numbers of residents and visitors. The creation of a successful commercial environment on Park Avenue begins with the basic physical building blocks shared by all great retail streets:

- Pedestrian-oriented streetscape
- Well-designed, human-scale buildings
- Engaging, street-oriented retail spaces
- Attractive public spaces

Equally important to retail success is the thoughtful, on-going cultivation of the right mix of quality retail operators. The Park Avenue Study concludes with four detailed recommendations that will help nurture the social and business sides of the redevelopment equation to achieve a lively, sustainable mix of retail users and attractive streetscape space along Park Avenue:

1. Work on cooperative downtown retail coordination between the City, Downtown OKC, Inc, Chamber of Commerce and Alliance to consciously cultivate appropriate retail operators for the Park Avenue District.
2. Adopt Design and Signage Guidelines to ensure that new development is appropriate for the area.
3. Create development incentives to attract high quality tenants and promote good retail design throughout Park district.
4. Initiate Pro Forma Revitalization Projects as they are likely to provide good returns on investment for property owners and attract other quality projects to the area.



Park Avenue has a number of buildings and features that are as missed opportunities for retail development and increasing the volume of pedestrian traffic in the area.



The First National Center has 350 feet of underutilized retail frontage along Park . The 1931 Art Deco landmark sits at the very important intersection of Robinson and Park Avenue.

PARK AVENUE: WHAT DOES THE FUTURE FEEL LIKE?

Park Avenue is poised to become someplace unique in Oklahoma City. Rich in historic urban architecture with a strong sense of place, the district can become a distinctive regional destination for quality retail and dining.

Based on Park Avenue's many assets and the momentum coalescing throughout the downtown area, we recommend that public and private sector join forces to develop a revitalized Park Avenue that embodies the following characteristics:

- Historic urban fabric
- Compatible modern infill design
- Engaging and comfortable to pedestrians
- Energetic and active
- Classic style with clean lines
- Upscale retail and dining
- Relaxed elegance—not fancy or fussy
- Polished—a place to dine and do business

PARK AVENUE MISSION STATEMENT

Park Avenue is positioned to become a thriving cluster of distinctive shopping and dining anchoring the Central Business District, providing active retail and daily necessities to workforce, residents and visitors.

WHY PARK AVENUE?

DISTRICT CHARACTER

Park Avenue lies at the heart of Oklahoma City's downtown Central Business District. The street is home to early 20th Century, multi-story buildings including two that competed for bragging rights as the tallest building in Oklahoma during their construction in 1931. Throughout the three-block district, buildings are constructed at the sidewalk with display windows and door openings that address the street. The district also includes several mid-20th Century structures whose design, placement and building materials orient them inward and away from the street.

On its west end, the Park Avenue study area terminates at Harvey, beyond which lies a district of civic architecture including the library and the County Courthouse. On the east, Park Avenue terminates at The Skirvin Hilton, a 14-story Neoclassical hotel built in 1911, and the Chase Tower, a 1972 high-rise office tower surrounded on three sides by a wide, empty plaza.

With its concentration of tall buildings, Park Avenue feels “big city” but at the same time feels walkable, intimate and human-scale. This sense of intimacy stems from the narrow width of the street: two 10-foot lanes of traffic flanked on either side by metered, on-street parking, which is heavily utilized. Traffic moves slowly along Park Avenue, constrained by cars moving in and out of parking stalls, stop-and-go delivery vehicles and occasionally heavy pedestrian traffic. Tree-lined sidewalks range from 10-20 feet wide, broadening into pedestrian plazas at several locations.

Storefronts along Park Avenue house mostly office uses with a few retail shops and restaurants. The rhythm of storefront doors and windows on the street is somewhat erratic. Though a few older buildings retain their traditional glazing patterns, in other cases, street doors have been removed as building facades were modernized. Overall, signage is sparse, mostly utilitarian and not oriented towards pedestrians.

Walking the length of the street, Park Avenue feels like a once-vibrant former retail street with great potential. Particularly during the lunch hour, sidewalks teem with office workers and continuous streams of car traffic on the street. With targeted and strategic investment, **Park Avenue could become a great urban street and the crown jewel of a revitalized downtown OKC.**



With its concentration of tall buildings, Park Avenue feels “big city” but at the same time feels walkable, intimate and human-scale.



Street trees along with tall buildings mean that Park Avenue is shaded most of the time, helping make it comfortable for pedestrians even during the hottest months.

GREAT POTENTIAL

Park Avenue district is located in the heart of Oklahoma City's downtown, anchoring the highest concentration of office employment in the metropolitan area. Given the rapid growth occurring in downtown after years of decline and disinvestment, the time is right to capitalize on Park Avenue's location, urban environment, and “authenticity” as a distinctive urban, mixed-use environment.

Businesses see great value in locating in denser locales and recognize that a significant portion of the next generation prefers to work and live in stimulating urban environments. In addition to Millennials, growing numbers of Baby Boomers and seniors are also choosing to live and work downtown. These residents and workers are also joined by people who continue to reside in the suburbs but are urban-inclined, meaning they like to head downtown to shop and dine in an authentic street-front setting.

WHY FOCUS ON PARK AVENUE?

- **Activity**—Park Avenue is immediately surrounded by a dense daytime population of 20,000-25,000 office workers. 78% of downtown's leasable office space is in buildings that front Park Avenue, and 95% of leasable space is found within two blocks, not including the privately owned Devon Tower and Sandridge Campus.
- **Connectivity and Continuity**—Park Avenue sits at the nexus of a host of arts and cultural attractions and hotels found throughout the larger downtown area. It is an important link between surrounding districts, as well as growth areas. It's three block core is one of downtown's most intact urban commercial frontage.
- **Scale**—The width of the street and human scale of the buildings make Park Avenue conducive to shopping/dining. This scale provides a natural opportunity to develop a continuous line of retail shops and restaurants with shade relief from the heat of the summer.
- **Existing Operators**—there are several high-quality operators on or near Park Avenue who have demonstrated very strong sales over decades. They prove the area can be good for business.



Display windows at Robinson Renaissance appear to be “half-closed eyes” from across the street. Transom windows were infilled with inappropriate material and some house unsightly ventilation equipment for restaurants below.



200 Park for Her in Robinson Renaissance has no direct street access. Despite attractive window displays, truncated window openings limit the store's visibility even on a prime corner.



Despite having 12 display windows, First National Building has only two doors on Park Avenue. This is a significant limitation to creating successful retail at the Park district's one hundred percent corner.



The use of reflective glass and only one door to the street significantly limit Leadership Square's ability to attract successful retail.

IMPEDIMENTS

Despite the numerous opportunities for Park Avenue to become a thriving urban commercial district, there are a number of physical and market-based hurdles that need to be addressed before success can be achieved. A brief summary of these hurdles, discussed in more detail throughout the document, are below:

Lack of Direct Street Access - A considerable amount of businesses in the Park Avenue study area are accessed internally through office entries as opposed to directly on to the street. This reduces visibility of storefront space, and reduces accessibility to businesses during off peak times, when office buildings are closed.

Limited Market Exposure - The primary market for Park Avenue businesses is office workers, resulting in businesses primary open during mid-day during the work week. Business growth will rely in part on the ability for retailers and restaurants to appeal to broader markets in the evening and weekends.

Effective Storefront Design - Quality commercial districts include shops and restaurants that have distinctive facades that draw attention, and consider views or and well as from their establishments. The lack of storefronts with clearly defined frontage, signage, transparency, and visibility greatly hinders the marketability of commercial spaces along Park Avenue.

Tunnels / Skyway - Urban retail tunnels, skyways and downtown malls were created during the 1960-80s in reaction to the growing prevalence of suburban office and retail mall development. Developers and city boosters thought that building features which insulated users from traffic and weather would make downtown competitive with suburbia by offering the same controlled environments found there. But a city's energy comes from its streets, and from the movement of people and vehicles throughout a downtown. Over time, the tunnels, skyways and malls that were built in downtowns have proven to be deterrents to successful retail environments.

Lack of Available Primary Frontage - Various deterrents to a successful Park Avenue result in limited market opportunity and a tendency to fill the best commercial frontage with businesses or uses that offer short-term solutions that may not be best for long-term commercial viability.

PRECEDENTS

WASHINGTON AVENUE, ST. LOUIS, MO

Named one of the American Planning Association’s “10 Great Streets” in 2011, St. Louis’ Washington Avenue Loft District was established as a center of the city’s Garment Industry. The street lost its vitality with the decline in domestic garment production following World War II, and many buildings stood vacant for decades until revitalization started in the late 1990s.

The turn around of Washington Avenue was based on three key components. In 1998, the State of Missouri passed a historic rehabilitation tax credit that finally made the renovation of large-scale projects like those along the street possible. In 1999, The City began implementing the Downtown Action Plan, which made streetscape along Washington Avenue a priority. In 2001, Design guidelines for the district were adopted, focusing on desired uses, signage, appropriate storefront treatment, amenities, and programming contents. The Guidelines required elements, encouraged improvements, and prohibited elements create a clear road map for developers, building owners and retailers.

Since 2001, the district has seen over \$4 billion in private investment with considerable growth in shops and restaurants. Public investment in enhanced streetscape and amenity design packages throughout the district have successfully leveraged retailer and developer interest and was a very effective means to attract community engagement in the initial district establishment.

Although the Washington Avenue district is significantly larger than the Park Avenue Study Area, the type of design guidelines and planning concepts used in the project provide useful direction and demonstrate tangible positive results that could be applied in downtown Oklahoma City.



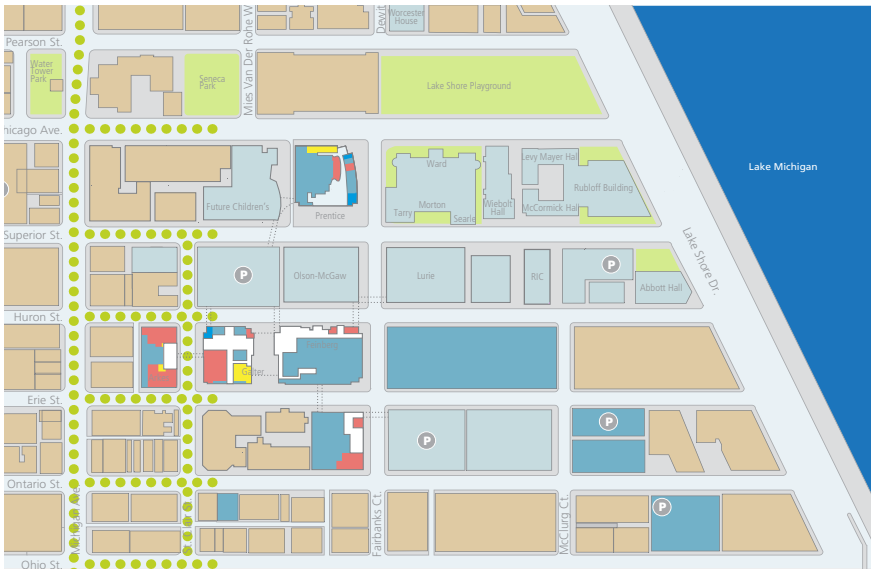
PRECEDENTS

NMH RETAIL, CHICAGO, IL

Northwestern Memorial Hospital in Chicago, IL is surrounded by urban neighborhoods and administrators realized that the hospital had not always been the best neighbor. When the opportunity arose to redevelop the hospital's retail portfolio, a stated goal in the redevelopment plan was to engage with the surrounding neighborhood and provide a more active and 'permeable' street facade for the hospital buildings.

The initial project research looked at the different 'audiences' that would be served by the hospital's retail: primarily patients, visitors, and staff at interior second floor retail to Michigan Avenue as well as shoppers looking for dining options in the street-facing retail storefronts. These different needs informed the design concepts for the revitalization of both interior and exterior retail facades.

The project opened up key corners and facades of the hospital buildings with retail locations, creating activity and visual interest to help maintain a continuous retail façade along the block. This development has created new vitality along the streets fronted by the new retail, and has inspired neighboring properties to initiate new retail projects.



PRECEDENTS

DELMAR BOULEVARD, ST. LOUIS, MO

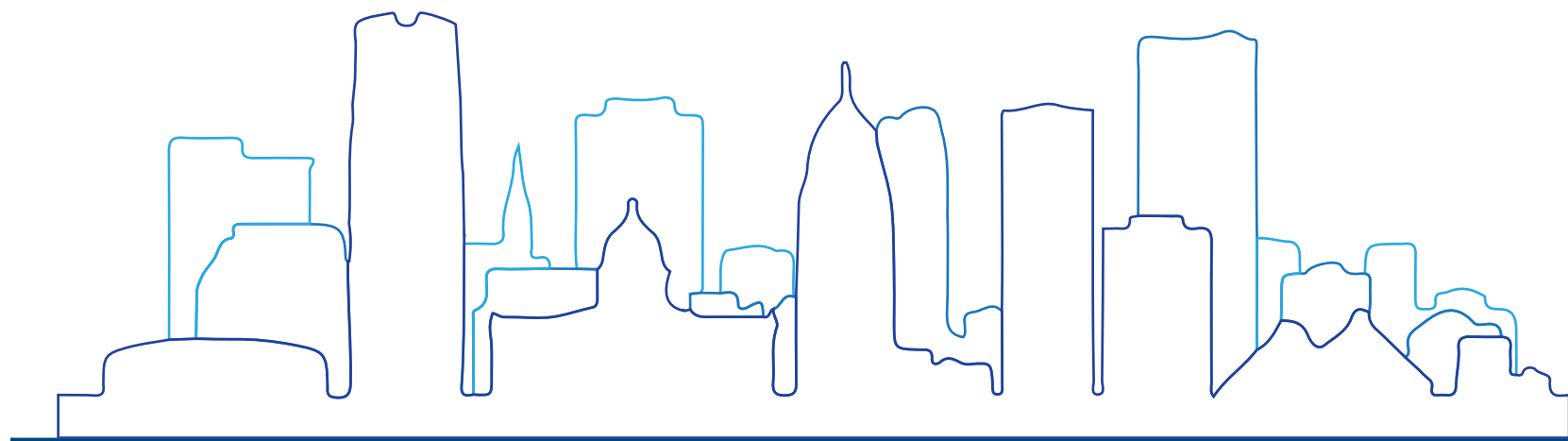
Saint Louis’ Delmar Redevelopment District was named one of the American Planning Association’s “10 Great Streets” in 2007. Beginning with the adoption of design guidelines in 2002, the Delmar Loop targeted an underutilized block-and-a-half stretch of Delmar Boulevard in order to connect the vibrant Loop Street Neighborhood to the city’s new light rail system.

The Delmar Redevelopment Plan centered on the construction of a new arts organization building and selective rehabilitations of historic structures for street-level retail use. Several of the rehabilitations were accomplished using state and federal historic tax credits.

Local retailers were attracted to the redeveloped storefronts and the developer provided design services and project management that otherwise would have been financially out of reach to smaller retail operations. This allowed the development a cohesive design aesthetic and ensured consistent quality for retail storefronts.

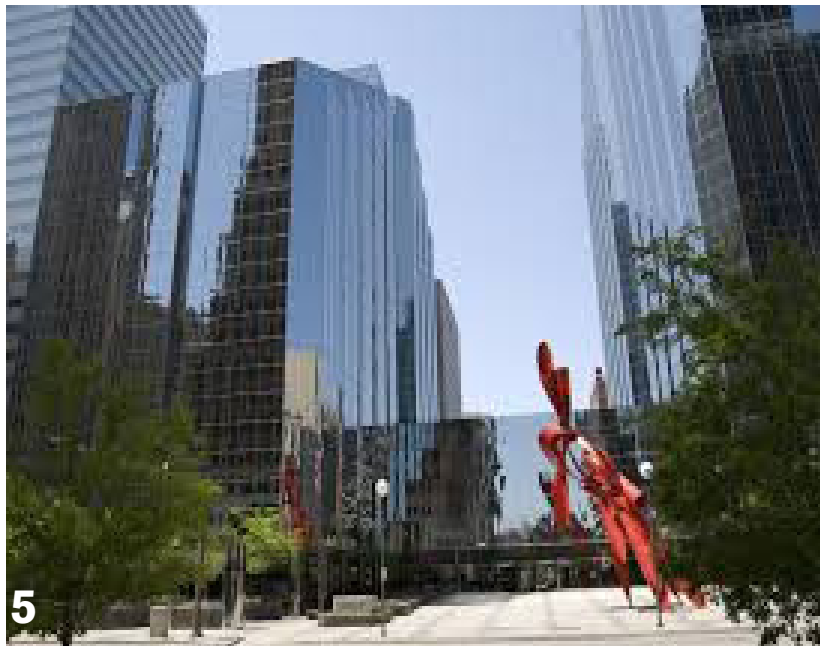
The Delmar district has become celebrated for its creative signage. This has occurred thanks to comprehensive signage design that consider both the architectural features of the buildings and the needs of retailers. In addition to individual building signs, the district includes environmental graphics such as neighborhood directories thoughtfully placed at intervals that show the entire streetscape and list retailers.





EXISTING CONDITIONS

PHYSICAL CHARACTERISTICS OF THE DISTRICT



1. Project 180 - The streetscape along Park Avenue is included in the City of Oklahoma City's Project 180 streetscape renovation. This is a tremendous asset for Park Avenue.

2. First National Center - First National Center Concourse includes numerous small service providers and retailers that open onto the interior only. This arrangement removes customers from the street.

3. Building Stock - The physical building stock along Park Avenue is of generally high quality. Several buildings are regarded as historically significant

4. Street Width - At roughly 40 feet wide, Park Avenue's street width is very appropriate for the scale of retail storefronts and offers a highly walkable retail environment.

5. Leadership Square - One of three modern office towers, Leadership Square is a monumental building that is primarily inward facing. These buildings will require additional features or design modifications in order to allow retail uses that open onto the street.

6. The Underground - A mixture of service and food tenants are located in the Underground. They primarily serve the workforce populations of the building in which they are located and their current locations may be appropriate.



7. Park Harvey Building - The Park Harvey building has an undifferentiated street level storefront, making retailer entries nearly invisible. Retail signage is limited and windows have non-retail treatments with horizontal blinds.

8. Robinson Renaissance - An historic building, the storefronts of Robinson Renaissance have been replaced with retail-unfriendly designs and materials. Street entrance doors are non-existent or of an inappropriate size and placement for the building's large scale.

9. B.C. Clark Jewelers - Founded in 1892, the store occupies the corner street façade at Broadway, with corporate offices in the bays to the west of the building entrance. The highly successful corner retailer has long served as a destination and an anchor for Park Avenue.

10. City Place - City Place storefronts have been recessed for landscaped planters, making the retail space, a bank, nearly invisible from the sidewalk.

11. Skybridges - There are several second level retailers along the skybridge routes in the Park District. These may be better located on the street. Building closures on weekends and after office hours limits stores' exposure and reinforces the perception that "everything shuts down after 5 PM."

EXTERIOR SPACE ASSESSMENT

Park Avenue is a compact district with strong architectural features and several historic buildings that convey a distinctive character and sense of place. The street width is narrow with human scale despite being flanked by very tall buildings. This area has a very appropriate scale for pedestrian-oriented retail.

Despite the variety of building forms along Park Avenue, most retain a strong relationship to the public realm of sidewalk and street. This is an enormous asset already in place. With continuing streetscape improvements underway with Project 180, Park Avenue's environment is poised to become something special.

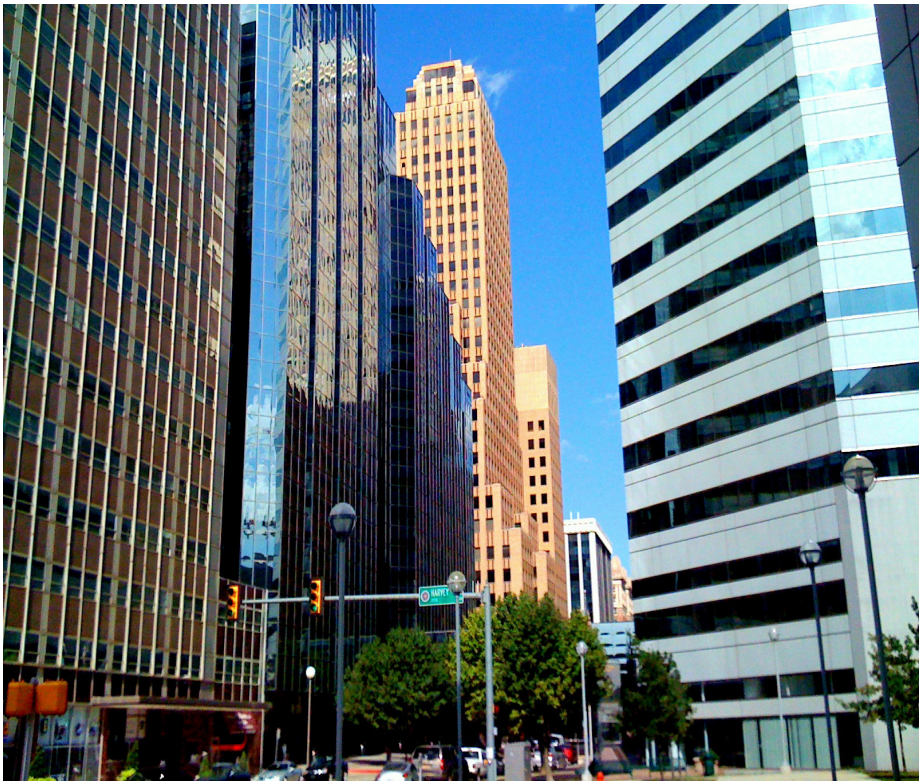
There is a significant opportunity to nurture and develop a distinctive character for the Park Avenue district that will extend to the entire Central Business District. Many building facades along Park Avenue are well-suited for the introduction of retail storefronts. With ample sidewalks and slow-moving automotive traffic, attractive storefronts and creative signage could be highly visible along the street.

STOREFRONTS

Though many buildings along Park have or formerly had storefronts, many of them now lack direct access to the street. This is particularly an issue along the First National Center's Park Avenue frontage, where 350 feet of primary frontage is accessed by only two doors. In other cases, storefronts have been removed in favor of office uses. These changes could easily be modified to create primary retail frontage. A significant portion of Park Avenue's primary frontages are occupied by office or non-retail uses.

MODERN INFILL BUILDINGS

Park Avenue includes several modern office towers—Oklahoma Tower, Leadership Square and Chase Tower—whose placement and forms focus inward away from the street. Two of these are the subject of Pro Forma studies found later in this report. Chase Tower is surrounded on three sides by an empty pedestrian plaza that could become landmark public space with modest investment. Building modifications to promote ground floor retail viability would be a longer-term project.



Park Avenue has a “big city” feel, but at the same time retains a comfortable sense of human scale and urban walkability.



Entrances to the Downtown Underground system are uninviting and often confusing. Here a portion of a storefront is blocked by a stair and railing to the Underground.



Above and Right: Office uses along primary frontage of Park Avenue miss an opportunity to help activate the street.



INTERIOR SPACE ASSESSMENT

Urban retail tunnels, skyways and downtown malls were created during the 1960-80s in reaction to the growing prevalence of suburban office and retail mall development. Developers thought that building features which insulated users from traffic and weather would make downtown competitive with suburbia by offering the same controlled environments found there. But a city's energy comes from its streets and from the movement of people and vehicles throughout a downtown. Over time, the tunnels, skyways and malls that were built in downtowns have proven to be deterrents to successful retail environments.

Visibility is a key factor in determining the success of shops and eateries. With few exceptions, retail operators are most successful if their storefronts are on the street rather than tucked into interior spaces. In general, operators that locate in secondary spaces usually do so for lower rents; though at \$15-20 per square foot, street level rents in downtown Oklahoma City are quite affordable compared to other markets. However, spaces that rent for lower amounts nearly always have lower sales, negating any savings factor.

The study area includes four types of interior retail space:

The Underground

The Underground System links seven buildings in the eastern and center blocks of the study area, extending beyond study area boundaries. The system incorporates almost 14,000 sf of commercial space, including a variety of service providers and fast food restaurants that typically provide convenient services for the workforce in and near buildings in which they are located.

Skywalk

The Skywalk system connects four buildings directly on Park Avenue: Leadership Square, Oklahoma Tower, Robinson Renaissance, and the First National Building. It is estimated that approximately 10,000 sf of space is located on the upper levels of each of these buildings, with only one retailer - Teena Hicks - located in the Oklahoma Tower.

Storefront with Interior Access

Leadership Square and Oklahoma Tower both have storefronts with building only access, meaning these stores do not have doors opening directly onto the street.

First National Center Concourse

All three phases of the First National Center are linked by a central Concourse, running the full length of the building from Robinson to Broadway. The concourse includes a variety of service providers in small units (most well under 1000 sf). The Concourse also include a larger retailer, A Story of Hope, whose storefront includes access from a Park Avenue building door as well as concourse access.

UPPER LEVEL/SKYBRIDGE SPACES

- Largely inaccessible at night or on weekends
- Mostly invisible—people don't even know to look for them
- Feel outdated in terms of design
- Customer base mostly limited to workforce population

THE UNDERGROUND

- Graphics, wayfinding and lighting improvements have made tunnels more visually interesting but they still feel bunker-like and isolated, with few people around
- Access points are confusing to people unfamiliar with the system and require Underground retailers to use signage to direct patrons down to the lower level.
- Inaccessible at night or on weekends
- Mostly invisible—people don't even know to look for them. Hard to find even if you know they're there
- Customer base mostly limited to worker population
- Underground does provide lower-cost space for businesses that rely on the workforce and are not dependent on visibility



Men's clothier Teena Hicks has operated on the Oklahoma Tower Skybridge for 20 years. This successful upscale retailer would attract other quality retailers to Park Avenue if the store were located in a highly visible primary frontage.



Left: Women's clothier 200 Park for Her has striking window displays and a prominent location but the store has no doors that open onto the street, limiting both access and visibility.

Below: Graphics, wayfinding and lighting improvements have made tunnels more visually interesting but they still feel bunker-like.



SUMMARY OF STRENGTHS AND WEAKNESSES

Property owners, developers, brokers, city officials, business operators, area workers and residents all have a stake in a city. The Downtown Works team interviewed more than a dozen stakeholders to learn their perspectives on downtown Oklahoma City and to gain a better understanding of the city’s history and outlook, biggest assets, and greatest challenges. Here is what stakeholders had to say:

STRENGTHS

Retail Environment

- There are more, younger downtown customers today than ever before, patronizing not just food operations but retail stores as well
- In-store sales are on the rise but there are few retail stores and not enough variety in offerings
- People are optimistic that Park Avenue can be better because of the many committed players working towards this end.

Physical Environment

- Strong architectural features and historic building stock, including the landmark First National Bank Building at the district's center
- Street width flanked by tall buildings with human scale; this is appropriate scale for pedestrian-oriented retail
- Park Avenue district already includes several destination retailers that have been in business for decades
- Despite compact size, the Park Avenue district has a big city feel

- Traffic moves slowly along Park Avenue
- Park Avenue is included in the Project 180 Streetscape Improvement project, with street improvements already well underway
- Many building facades are well-suited for introduction of retail storefronts
- Opportunity to emphasize and develop a distinctive character for the Park Avenue district
- This character will extend to the entire Central Business District

Development

- The City is great at getting projects done;Devon Energy's new downtown campus is great though some stakeholders feel it has shifted the focus away from Park Avenue.

WEAKNESSES

Activity

- The downtown residential population, though growing, is still relatively small. Continuing to increase downtown housing stock should be a major priority.
- The skyway system and series of tunnels beneath buildings divert life from the city's sidewalks.
- The Central Business District seems to close at 5pm.
- Parking is a problem—there is not enough parking and the timing of meters is an issue

Retail Environment

- Banks, medical and other non-retail uses occupy many of the primary frontage storefront spaces along Park Avenue.
- Constraints preventing the reuse of the First National Bank Building are “a major obstacle” to improving Park Avenue. The building is sorely in need of rehabilitation but stakeholders don’t foresee that happening in the near future
- Restaurants tend to have lower sales. A few stakeholders thought there were too many eateries in downtown
- Nighttime eatery offerings are few.
- Overall there is very little retail.
- Few downtown stores and eateries are open on the weekends.

Physical Environment

- Few retail doors open onto the streets, on either Park or side streets
- Newly created street doors must be universally accessible and coordinated with Project 180 efforts
- No consistent retail signage; no consistent sign band on buildings; no clear pedestrian orientation of signage
- Little differentiation of retail from office or non-retail uses
- Existing tree canopies limit visibility of storefronts
- Skybridges and the Underground keep people inside buildings and off the streets
- No retail visibility for pedestrians from down the street or for slow moving auto traffic



1. The mirrored skywalk crosses the street in the heart of Park Avenue, removing people and potential business from the streets.
2. Undifferentiated street level storefronts at the Park Harvey Building make it hard to distinguish restaurant entrances from the building's main entrance.
3. The Intersection of Park Avenue and Robinson Street is the district's one hundred percent corner.
4. 200 Park for Her is an upscale retailer located in the Robinson Renaissance Building.
5. Recessed windows in this primary building frontage make the interior space nearly invisible from the street.

INVENTORY OF EXISTING USES & SPACE

RETAIL READINESS ASSESSMENT

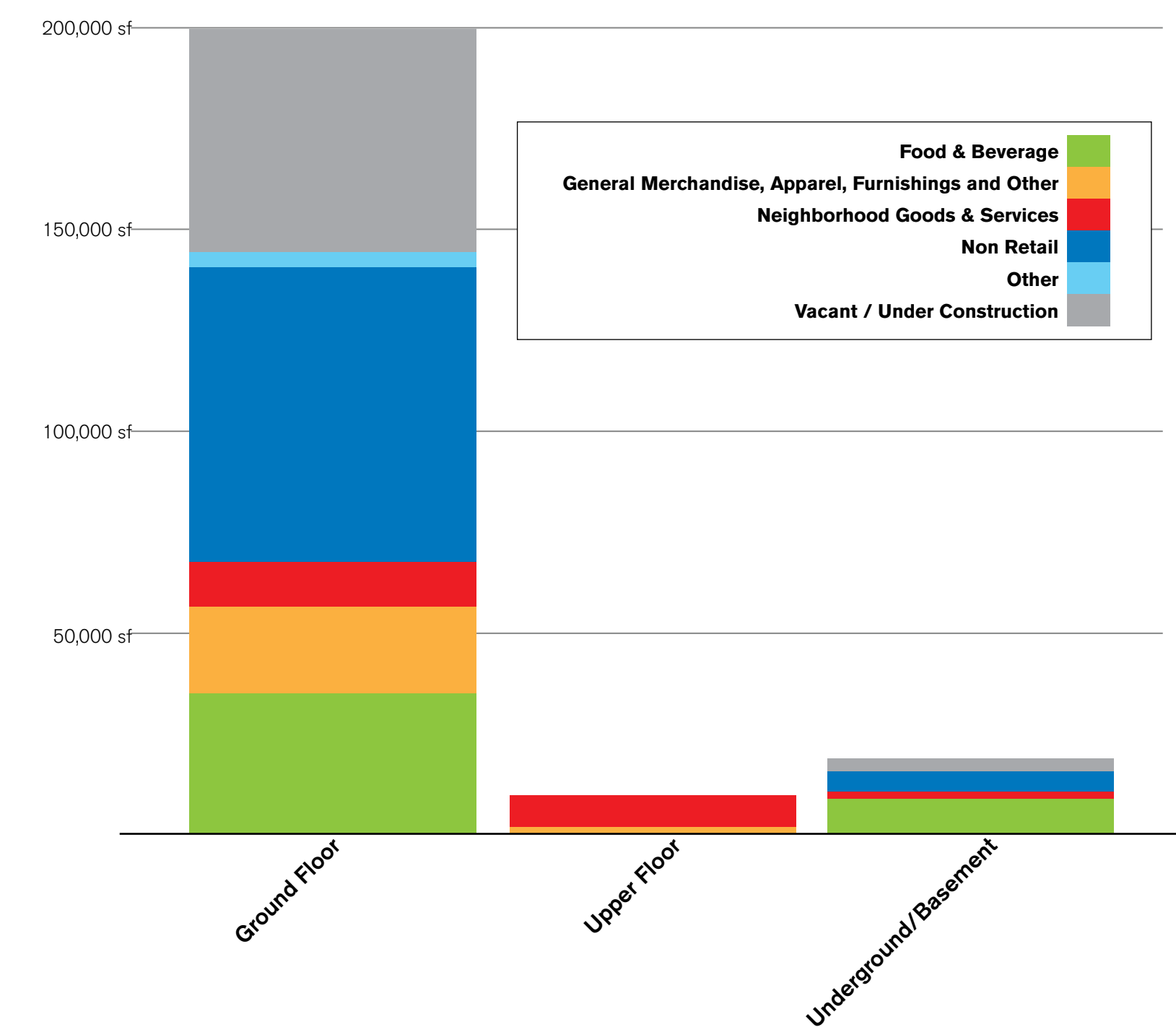
Visibility is a key factor in determining a retailer's success. Placement of appropriate ground floor retail is required to maintain a healthy and sustainable Park Ave retail environment. Key Facts Regarding Park Avenue's retail inventory:

- The study area's current retail inventory includes a total of 102 spaces and approximately 227,000 sf;
- 88% is ground floor space, 4% is upper floor, and 8% is located in the underground or basement spaces;
- Of the 227,000 sf of space assessed 117,000 sf is currently vacant or used as non-retail space with 90% located in spaces with primary retail frontage.

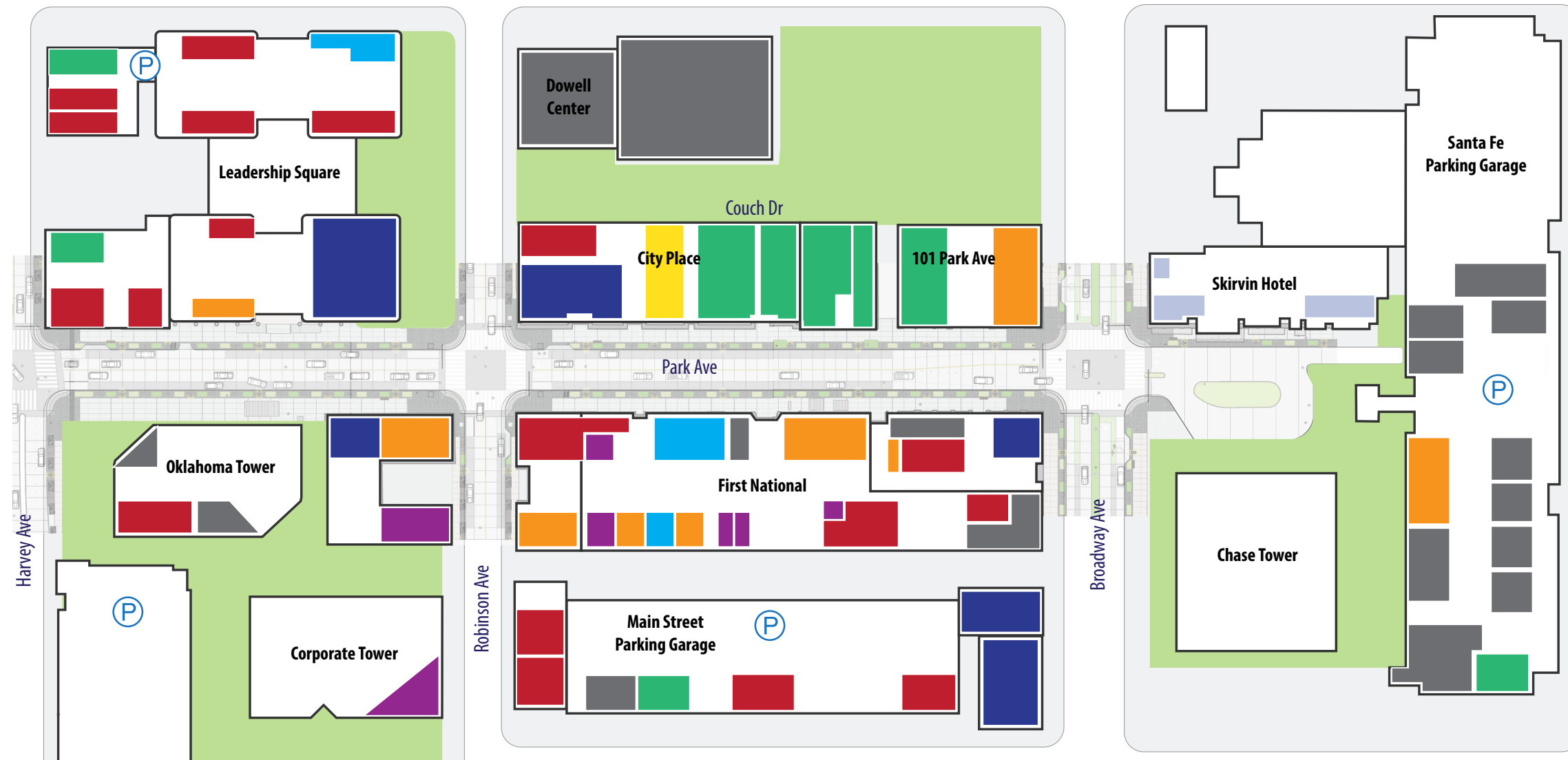
Currently the most noticeable deterrent for Park Ave's readiness for retail is the large percentage of non-retail uses that are occupying primary retail frontage space. Three common retail categories used for analysis are Neighborhood Goods and Services (NG&S), Food and Beverage (F&B), and General Merchandise, Apparel, Furnishings, and Other (GAFO); the following is a more in-depth description of each:

- **Food and Beverage (F&B)** - This category includes businesses that serve food and/or alcohol. These businesses have a wider customer base and especially when clustered can act as a draw for an area. Currently within the study area 42,000 sf or **19%** is dedicated to the F&B retail category. An additional 27,000 sf is located within the surrounding two blocks of the study area, totaling approximately 69,000 sf.
- **General Merchandise, Apparel, Furnishings, and Other (GAFO)** - This category includes business traditionally seen as "retail" or "sales", this retail category is typically more competitive however, it also has a larger trade area than NG&S and F&B. The existing retail space within the study area dedicated to GAFO is 23,000 sf or **10%**.
- **Neighborhood Goods and Services (NG&S)** - This retail category includes service related businesses that rely heavily on patronage of local residents and workers; generally the customer base for NG&S is within a ½ mile radius. Within the study area approximately 21,000 sf or **9%** of retail space is currently falls into the NG&S category.

PARK AVE EXISTING SF AND FRONTAGE INVENTORY



EXISTING GROUND FLOOR SPACES



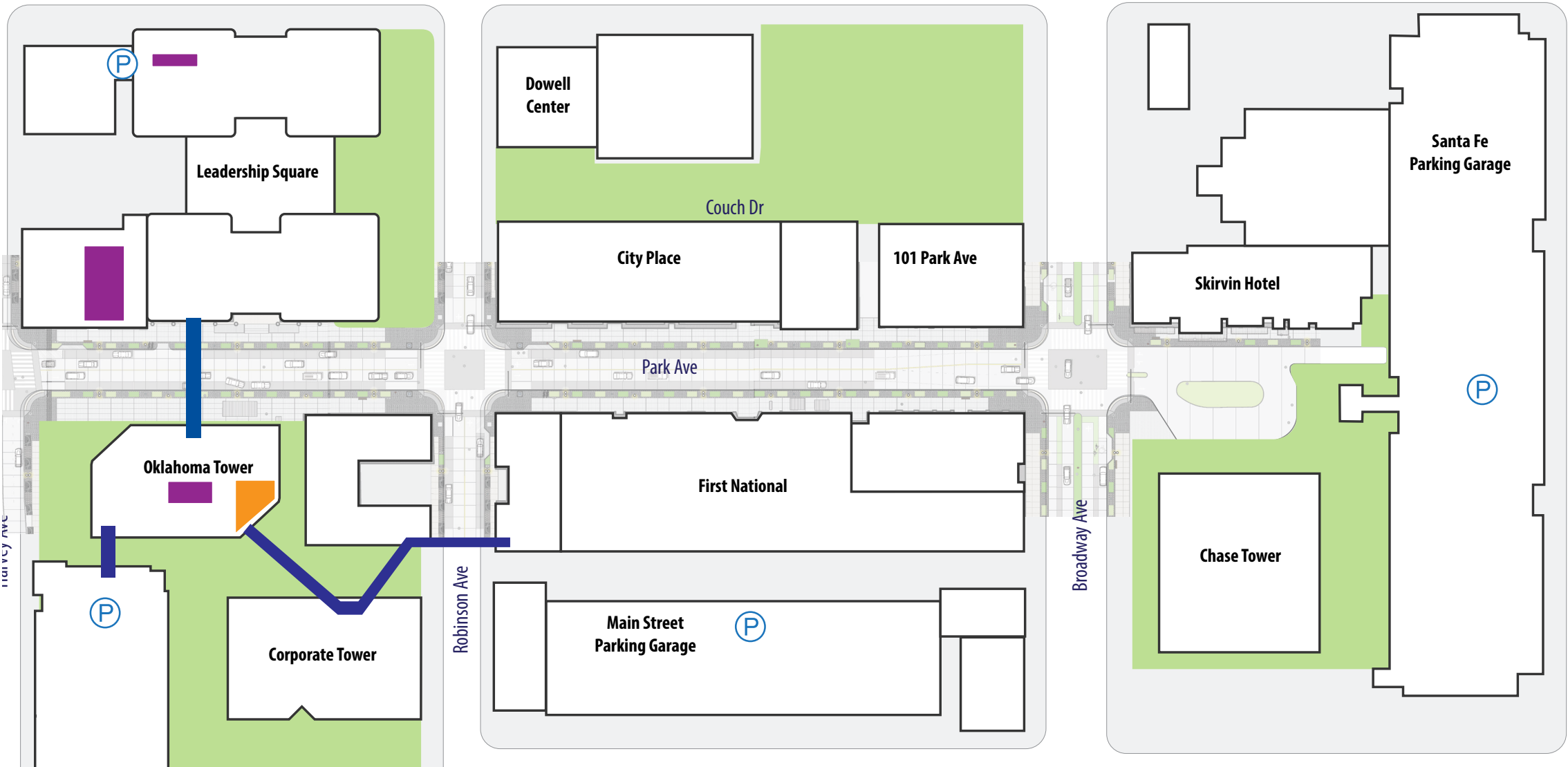
GROUND LEVEL USES IN STUDY AREA

The map at left depicts the existing mix of ground floor users in the study area. Users are divided into eight categories plus vacant property.

Ground floor uses are currently dominated by office uses followed by restaurants. Nearly all of the restaurant operations are fast food or quick casual eateries. The scale of most retail in the study area is fairly small--mostly under 2,000 sf with some under 1,000 sf.

Food & Beverage	General Merchandise, Apparel, Furnishings, and Other	Neighborhood Goods & Services	Non Retail	Other	Vacant/Under Construction
<div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: red; margin-right: 5px;"></div> <div> Restaurant 33,500 sf </div> </div>	<div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: orange; margin-right: 5px;"></div> <div> Sales/Retail 21,400 sf </div> </div>	<div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: purple; margin-right: 5px;"></div> <div> Service/Other 11,100 sf </div> </div>	<div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: yellow; margin-right: 5px;"></div> <div> Residential - Lobby 3,400 sf </div> </div> <div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: green; margin-right: 5px;"></div> <div> Office 35,700 sf </div> </div> <div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: blue; margin-right: 5px;"></div> <div> Office - Medical 5,000 sf </div> </div> <div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: darkblue; margin-right: 5px;"></div> <div> Office - Bank 29,200 sf </div> </div>	<div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: lightblue; margin-right: 5px;"></div> <div> Hotel Use 3,700 sf </div> </div>	<div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: gray; margin-right: 5px;"></div> <div> Vacant 35,500 sf </div> </div> <div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: lightgray; margin-right: 5px;"></div> <div> Under Construction 20,000 sf </div> </div>
33,500 sf	21,400 sf	11,100 sf	73,300 sf	3,700 sf	55,500 sf

EXISTING UPPER LEVEL SPACES



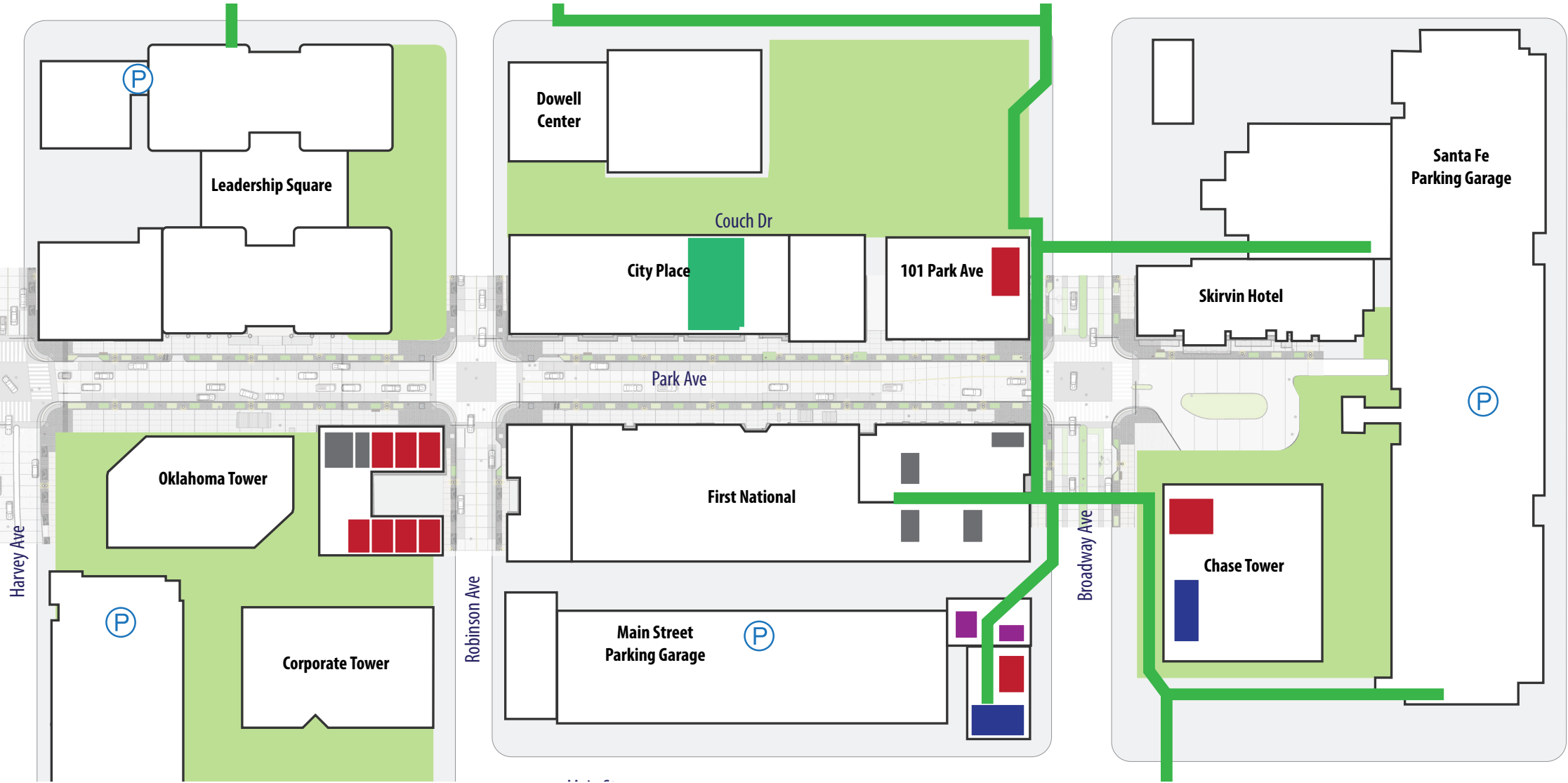
UPPER LEVEL USES IN STUDY AREA

The map at left depicts the existing mix of upper level retail users in the study area. Users are divided into eight use categories and an indicator of vacant property.

The Skybridge system actually houses only one retail establishment and several service providers. Teena Hicks, a men's clothier located in the Oklahoma Tower, has operated a successful Skybridge shop for many years. Other Skybridge users are predominantly service providers.

Food & Beverage	General Merchandise, Apparel, Furnishings, and Other	Neighborhood Goods & Services	Non Retail*	Other*	Vacant/Under Construction*
<div>Restaurant</div> <div>0 sf</div>	<div>Sales/Retail</div> <div>1,800 sf</div>	<div>Service/Other</div> <div>8,000 sf</div>	<div>Residential - Lobby</div> <div>- sf</div> <div>Office</div> <div>- sf</div> <div>Office - Medical</div> <div>- sf</div> <div>Office - Bank</div> <div>- sf</div>	<div>Hotel Use</div> <div>- sf</div>	<div>Vacant</div> <div>- sf</div> <div>Under Construction</div> <div>- sf</div>
0 sf	1,800 sf	8,000 sf	- sf	- sf	- sf

EXISTING UNDERGROUND/BASEMENT SPACES



UNDERGROUND & BASEMENT USES IN STUDY AREA

The map at left depicts the existing mix of ground floor retail users in the study area. Users are divided into eight use categories and an indicator of vacant property.

The Underground System is more extensively developed than the Skybridge system. In addition to service providers, retail operators are scattered throughout the system, nearly all clustered in the basements of large office buildings.

Underground retail uses are predominantly fast food restaurants and are open exclusively for the weekday lunch time market.

Food & Beverage		General Merchandise, Apparel, Furnishings, and Other		Neighborhood Goods & Services*		Non Retail		Other	Vacant/Under Construction	
<div></div> Restaurant	8,800 sf	<div></div> Sales/Retail	0 sf	<div></div> Service/Other	1,800 sf	<div></div> Residential - Lobby	0 sf	<div></div> Hotel Use	<div></div> Vacant	3,100 sf
						<div></div> Office	0 sf		<div></div> Under Construction	- sf
						<div></div> Office - Medical	5,000 sf			
						<div></div> Office - Bank	0 sf			
8,800 sf		0 sf		1,800 sf		0 sf		0 sf	3,100 sf	

PRIMARY FRONTAGE BUILDING INVENTORY

For the purpose of this study, the Park Avenue District is divided into two types of commercial frontage, primary and secondary. Both are important to the future retail mix of Park Avenue, but they play different roles in the urban environment and have different pricing structures based on visibility and access.

PRIMARY FRONTAGE IS A SCARCE RESOURCE

In seeking to build a thriving retail environment along Park Avenue, it is important to regard primary frontage units as a scarce resource. These units provide retail and restaurant operators the best visibility and access, which are key to these operators' success. Primary frontage units can also generate the highest rents for property owners. When primary frontages are strategically utilized for retail districts, this has the highest "payoff" for customers, who want to park once and spend time walking, looking and spending money. Putting primary frontage into its highest and best use creates a virtuous economic cycles for all stakeholders, including cities who realize greater sale tax revenues than from non-retail uses. Primary frontages include any unit facing Park Avenue or any unit on Harvey, Robinson or Broadway that opens/could open directly onto the sidewalk.

SECONDARY FRONTAGE PLAYS A ROLE

Secondary frontages are described as any units without direct sidewalk access. This includes interior units or units located in The Underground or along the Skywalk. Secondary frontages are well-suited for banks, offices, service providers and retail that does not depend on visibility.

FIRST NATIONAL BUILDING CONCOURSE

The historic First National Bank Building at 120 N. Robinson includes a busy interior pedestrian concourse lined with small shops. These units primarily house service providers and medical offices with limited retail. Clustered together, the service providers which include the CBD's only pharmacy—a small but well-stocked shop—create a continuous flow of activity primarily between the hours of 10AM and 2PM. These uses are appropriately located on the concourse and they work together synergistically.

The concourse does include one destination retailer: Nancy Farha's, an upscale women's clothier open in this location for twenty-five years. With attractive, rotating window displays of merchandise,

Nancy Farha's is the kind of retail operator that serves as an anchor and epitomizes the term "active retail." If the shop were located in a primary frontage unit along Park Avenue, it would attract other high quality retailers to the area and help change the future of Park Avenue.

The First National Bank Building has roughly 350 feet of primary frontage along Park Avenue. Cafe Seven Restaurant in the northeast corner does a brisk business but only during the lunch hour. The rest of the building's Park Avenue frontage, which includes handsome Art Deco detailing and ten large storefront windows, is underutilized. The units are either empty or used as medical offices. There is only one central door onto the sidewalk on the north facade.



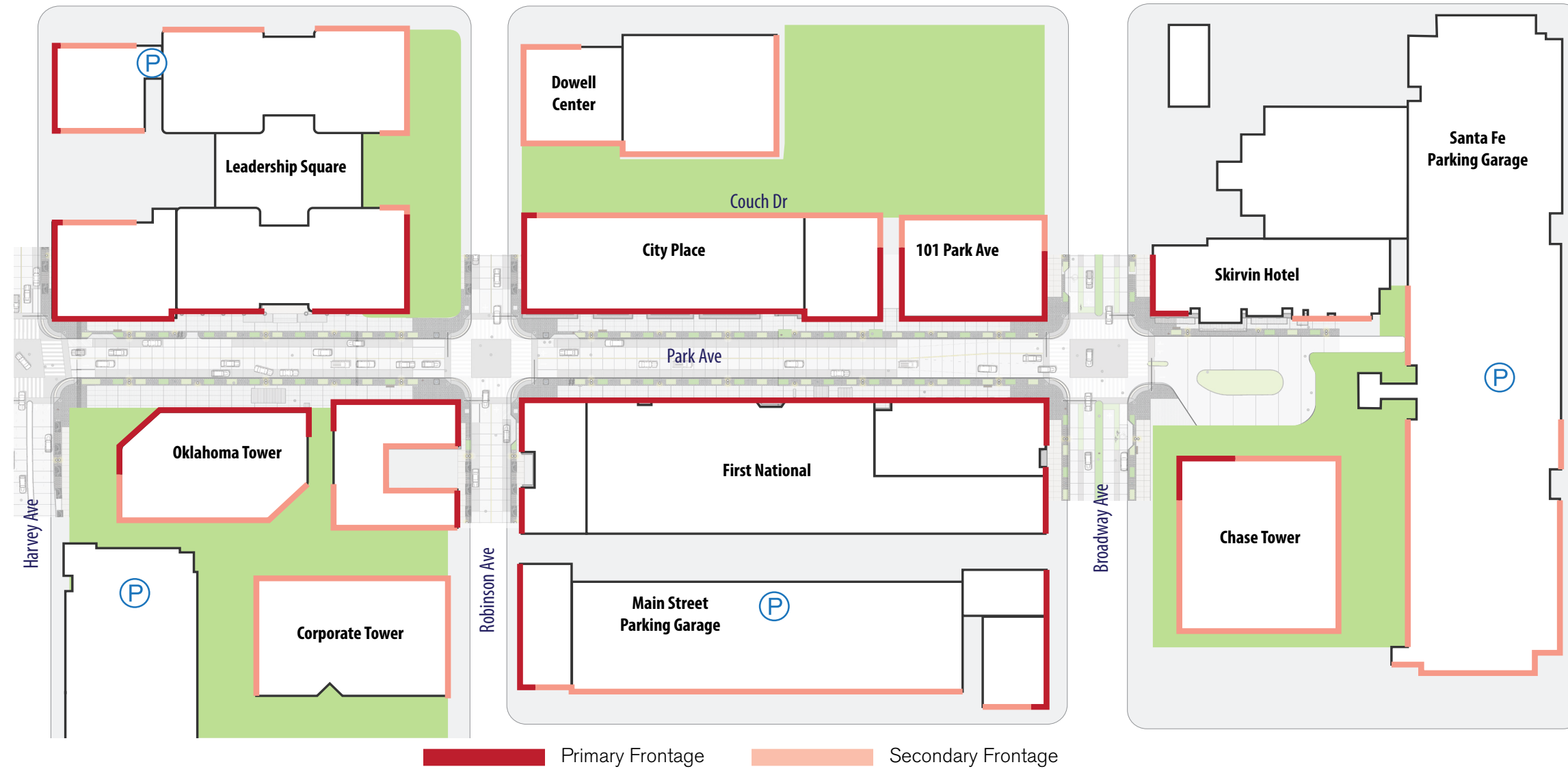
Above: First National Concourse links all three buildings in the complex and includes many small service providers.

Upper Right: First National Center, 1931 Tower.

Bottom Right: First National Center is an Art Deco jewel in the Park Avenue District.



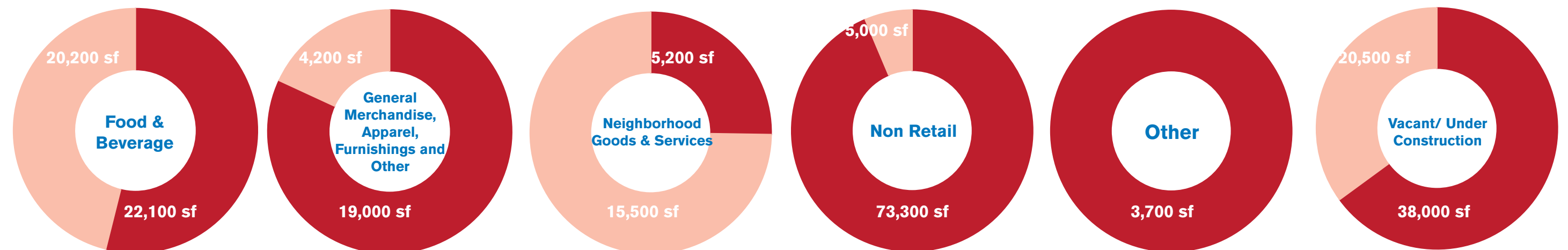
EXISTING PARK AVE FRONTAGE INVENTORY



PRIMARY AND SECONDARY FRONTAGES

The map at left depicts the existing mix of primary and secondary frontages in the study area. Primary building frontages are described as those with doors that open onto on Park Avenue, Broadway, Robinson or Harvey. Secondary frontages are those which do not open onto one the primary streets and also frontages that open onto alleys, courtyards, parks or interstitial spaces between buildings.

SF BY RETAIL CATEGORY & EXISTING FRONTAGE



RETAIL DEMAND

In order to assess the opportunity for retail/dining growth along Park Avenue, an analysis of consumer spending patterns was performed for three key markets: (1) Office Workers; (2) Residents; and (3) Hotel Guests.

Based on available data, the anticipated amount of consumer expenditures were calculated, and then adjusted for Park Avenue. For example, research shows that the average professional office worker spends \$32 a week on dining. However, with various dining options found around the larger downtown area, an office worker would not be expected to spent 100 percent of that money on Park Avenue, thus requiring an adjustment of anticipated expenditure based on proximity and existing supply.

The anticipated expenditures are then compared to existing supply to determine if there are any “gaps” from which future opportunities could arise. If demand outstrips supply, this indicates “latent” demand which is being met in areas other than Park Avenue. If supply exceeds demand, then the district serves as a destination for outside spending.

OFFICE MARKET

Around 13,000 professional employees work within the primary office area, directly adjacent to Park Avenue. Another 8,300 employees work in the secondary area, about two blocks away from Park Avenue, also known as the Central Business District. Based on research conducted by the International Council for Shopping Centers (ICSC), professional employees spend \$32 a week on dining, and \$103 a week on retail goods and services, ranging from Department and Discount Stores to Grocery, Sporting Goods, and Personal Care.

It is estimated that based on total supply and proximity, office workers on or near Park Avenue should be expected to spend about \$9-10 million annually on food, including full service restaurants and limited service eateries, and \$11-12 million on Goods and Services, primarily Drug Stores, Office Supplies and Personal Care Services. The secondary trade area adds another \$5-6 million in dining sales, and \$3-4 million in Goods and Services.

For purposes of this study, it was estimated that the secondary trade area would add 1,000 employees over the next 5-10 years to account for future growth in the office market. Currently, there is over 350,000 square feet of vacant space that would be available for this growth.

HOTEL MARKET

The Colcord, Skirvin, Sheraton, and Renaissance Hotels total over 1,000 hotel rooms within close walking distance (3 blocks) to Park Avenue. These account for an estimated 380,000 total room nights and annual spending potential of \$6-7 million in dining sales, and \$1-2 million in Goods and Services. This analysis assumed potential for 550 new hotel rooms within close proximity to Park Aveune for future growth.

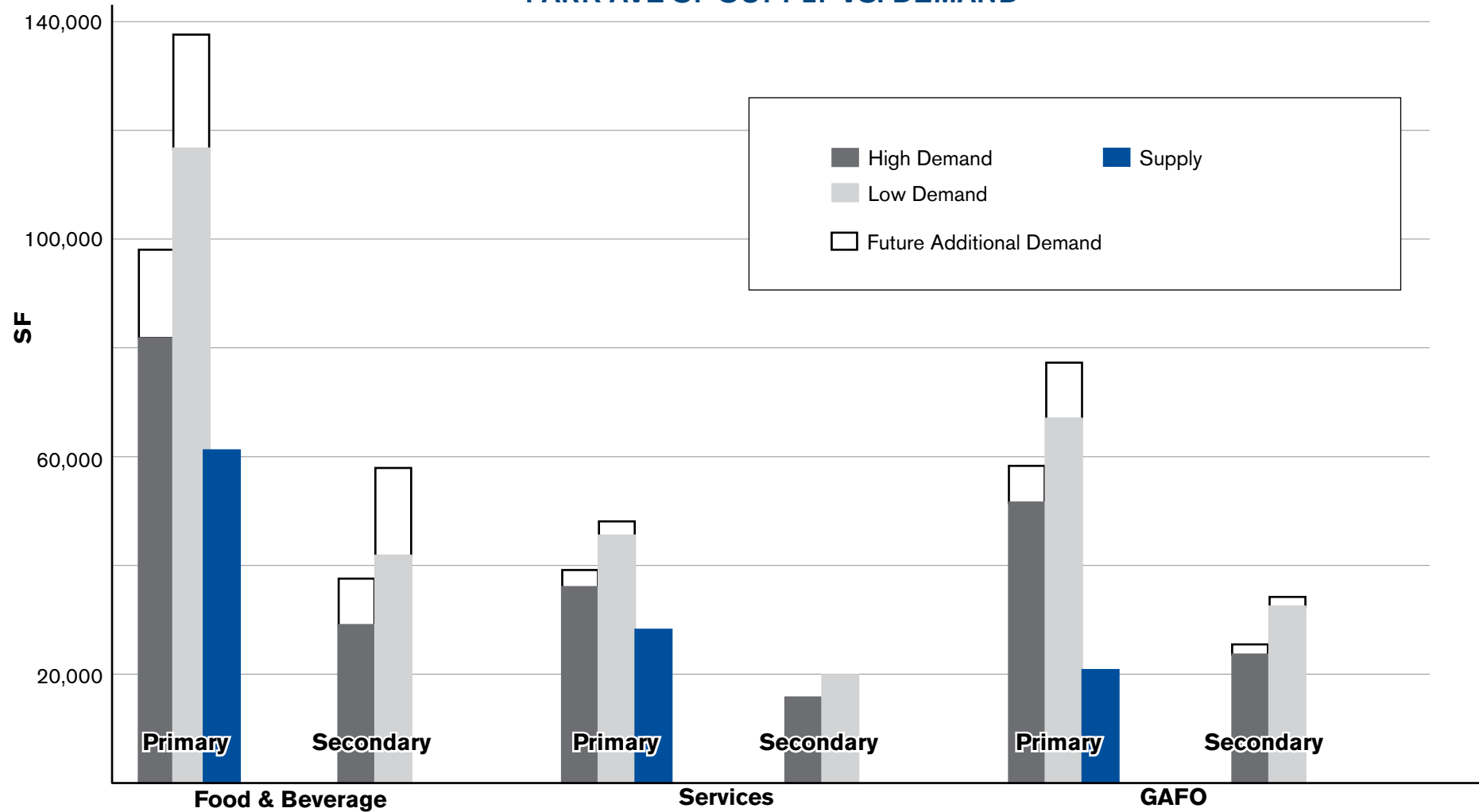
HOUSING MARKET

There are 540 housing units found on or near Park Avenue, primarily in the Park Harvey and Montgomery properties. These residents would be expected to count for about \$400-500,000 of annual dining spending, and \$1 million in goods and services. The Downtown market consists of 6,600 units that would contribute to another \$1-2 million in dining and \$5-6 million in Goods and Services. The analysis assumed the potential to add 350 units to the study area to account for future growth.

VISITOR MARKET

Approximately 8.5 million people visit Downtown annually for specific events, like Festival of the Arts, Downtown in December, and Oklahoma City Memorial Marathon. This does not include people who visit for general entertainment or dining. This is a large market that can be tapped for Park Avenue in the future, though based on the current mixture of businesses and times they are open, demand from the visitor market was not figured in to the market analysis.

PARK AVE SF SUPPLY VS. DEMAND



MERGING MARKETS ANALYSIS

The tables to the right total the expected consumer expenditures from the three markets discussed on the previous page. Each market is broken down by retail area, and trade area. Office workers generate the highest existing spending potential, by far, at around 50 percent of total demand. Housing and Hotel Guests are each estimated to drive 20 to 30 percent of total existing demand. The Park Avenue study area includes approximately 64,300 gla currently occupied by restaurant and dining uses; 28,200 gla in Retail Goods (GAFO), and 21,000 gla in Neighborhood Goods & Services. An estimated 110,000 square feet of space is currently used by non-retail or dining uses or is vacant. This accounts for 54 percent of all space within the study area.

Key Findings from this Analysis:

- Demand outstrips Supply** - based on expected spending patterns in both the primary and secondary trade area, there is more demand in each retail category than existing supply. The gap potential is mostly in Food & Beverage and General Retail Goods. It should be noted that the expected demand for retail and dining exceeds the current occupied space for those markets, but it does not currently exceed the total square footage in the study area.
- Secondary Demand Doubles Growth Potential** - The gap in demand within the primary trade area equates to 50,000 - 100,000 square feet. The ability to capture additional office workers, residents, and hotel guests throughout the downtown area could double the amount of potential square footage within the study area.
- Limited Supply** - The total of all potential demand equates to the amount of all square footage found within the study area. Despite demand outstripping supply, most of the existing spaces are already taken, meaning that for Park Avenue to grow, new retailers and dining establishments will have to occupy spaces currently occupied by non retail tenants, like offices.
- Future Demand** - A considerable amount of downtown growth is occurring outside the Central Business District, but some growth in additional office, housing, and hotel rooms is expected near Park Aveune. Demand from this future growth is equivalent to approximately 40,000 sf of space.

EXISTING DEMAND BY SQUARE FOOT

	Primary Trade Area		Secondary Trade Area		Total	
	High	Low	High	Low	High	Low
Office Workers						
Food & Beverage	58,126	84,583	19,447	28,323	77,573	112,907
Services (including Drug Store)	34,245	43,257	3,344	4,224	38,979	49,236
GAFO	44,769	57,765	11,337	16,215	56,106	73,980
Residents						
Food & Beverage	1,337	1,950	5,108	7,392	6,445	9,343
Services (including Drug Store)	1,796	2,269	11,010	13,907	12,806	16,176
GAFO	2,368	3,228	11,389	15,051	13,757	18,280
Hotel Guests						
Food & Beverage	22,337	30,155	4,502	6,077	26,839	36,233
GAFO	4,467	6,031	900	1,215	5,368	7,247
Total						
Food & Beverage	81,800	116,688	29,057	41,793	110,857	158,482
Services (including Drug Store)	36,041	45,526	15,744	19,887	51,785	65,413
GAFO	51,605	67,024	23,626	32,482	75,231	99,506
	169,446	229,238	68,427	94,162	237,872	323,400

Square Footage calculations are determined by taking the gross consumer potential and converting it into a range of sales per square foot appropriate for each retailer as sources in the ICSC office worker spending study, usually a range between \$200 and \$300 / sf.

SUPPLY & DEMAND

	Existing				Future additional demand	
	Primary Trade Area		Total (Primary & Secondary)		Total (Primary & Secondary)	
	High	Low	High	Low	High	Low
FOOD & BEVERAGE						
Supply	64,300		64,500		64,300	
Demand	82,000	116,700	111,000	158,500	23,100	32,700
Gap	(17,500)	(52,500)	(46,500)	(94,000)	(64,700)	(122,000)
SERVICES						
Supply	21,000		21,000		21,000	
Demand	36,000	45,500	52,000	65,500	2,500	3,000
Gap	(8,000)	(17,500)	(24,000)	(37,000)	(26,000)	(40,500)
GAFO						
Supply	28,200		28,200		28,200	
Demand	51,700	67,000	75,000	99,500	10,000	13,000
	(31,000)	(46,000)	(54,500)	(79,000)	(64,000)	(91,700)
Total Gap	(56,000)	(116,000)	(125,000)	(210,000)	(155,000)	(254,000)
Total Demand	169,500	230,000	238,000	323,500	273,000	372,000
Total SF	260,000 sf					

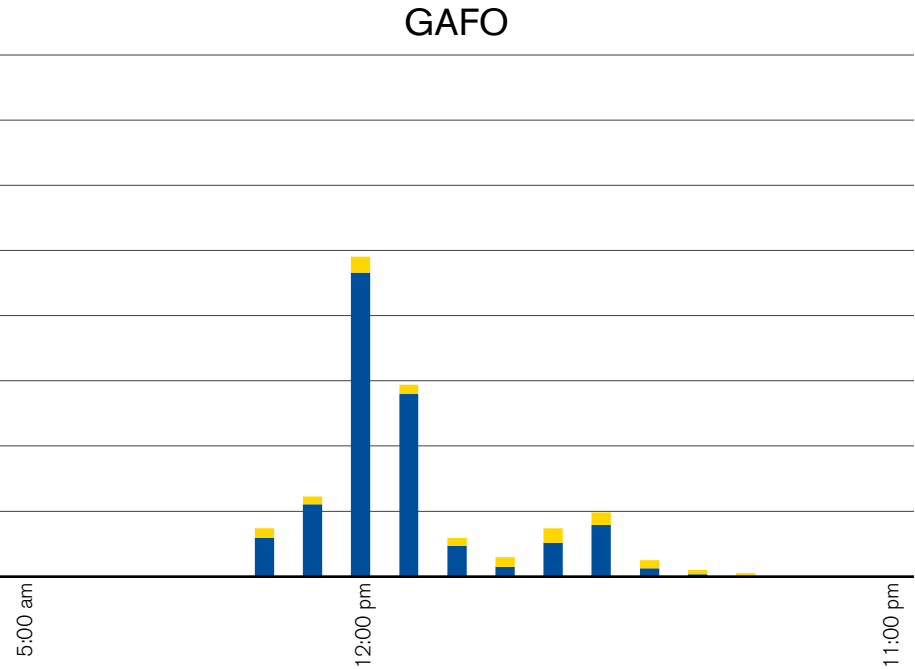
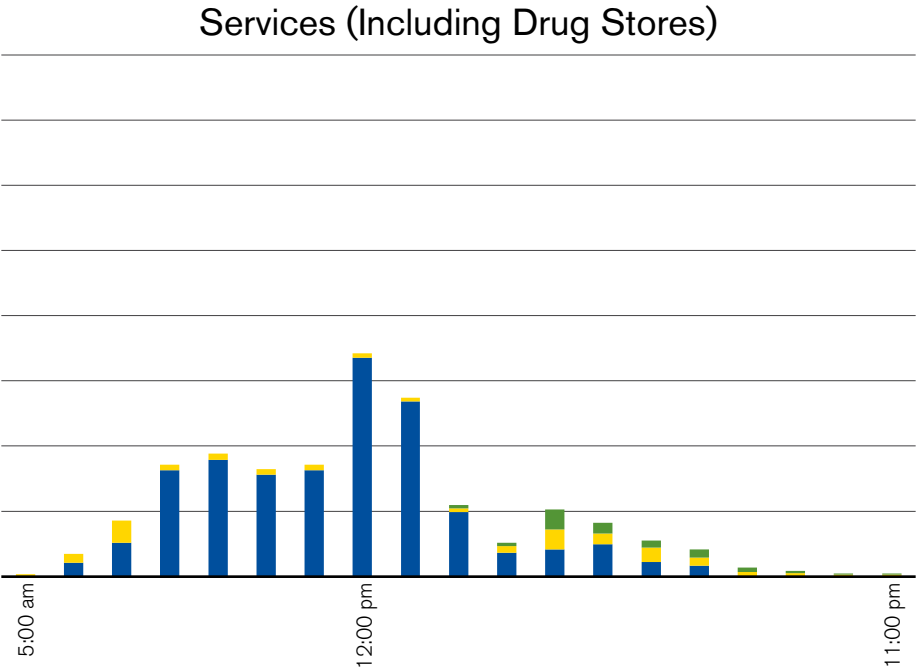
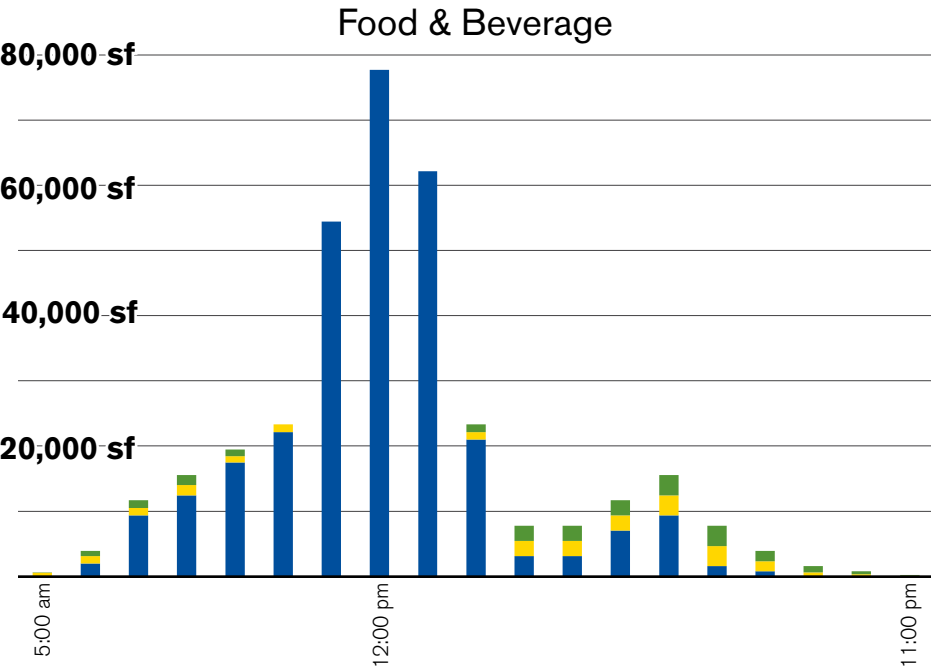
TIME OF DAY DEMAND

One aspect of a “merging markets” analysis that must be taken into consideration is the time of day that the demand from each market manifests itself. After all, residential expenditures, which are mostly at night or the weekends, are the opposite of peak office worker demand, which is during the day and work week.

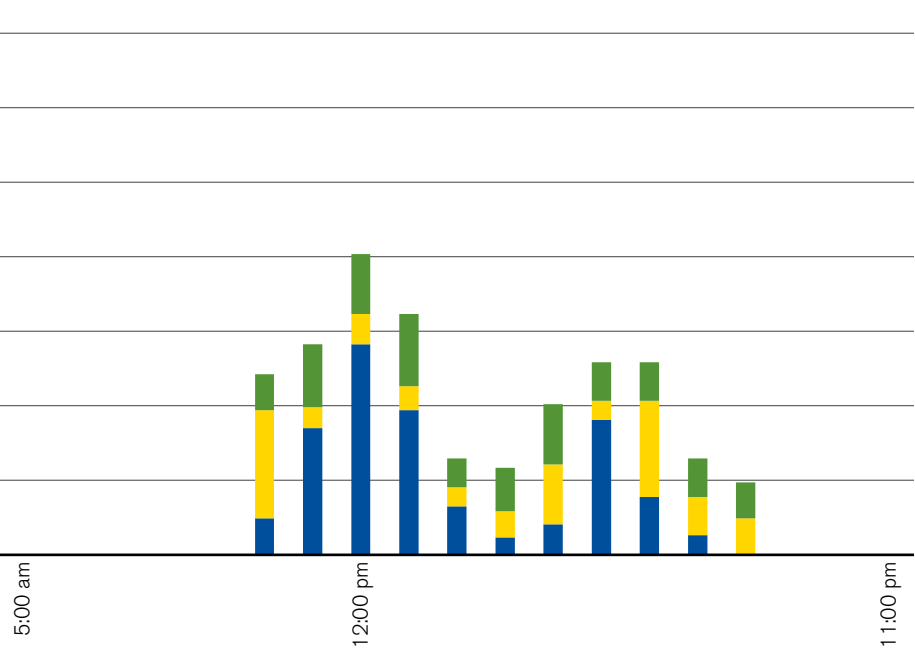
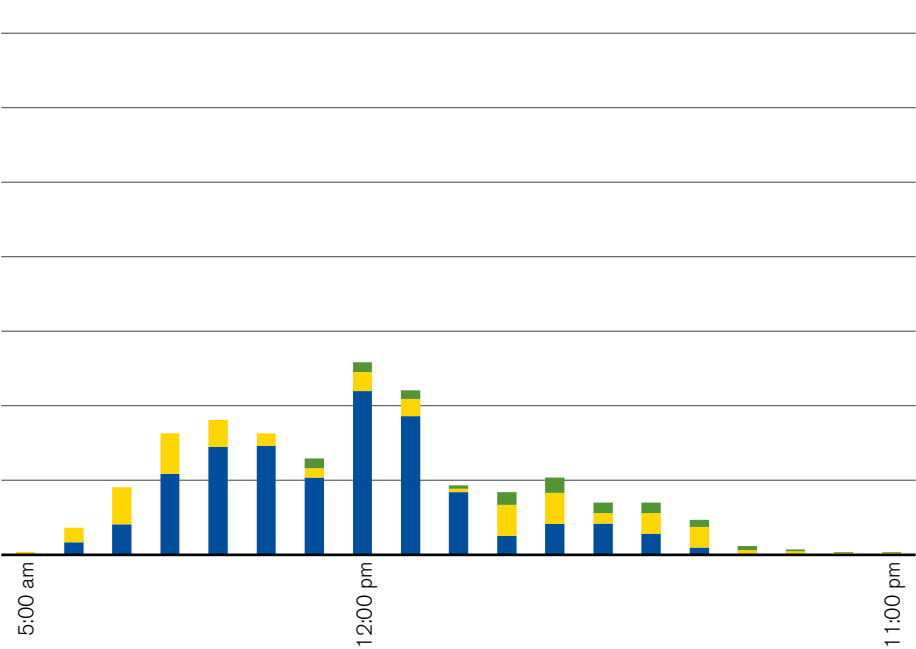
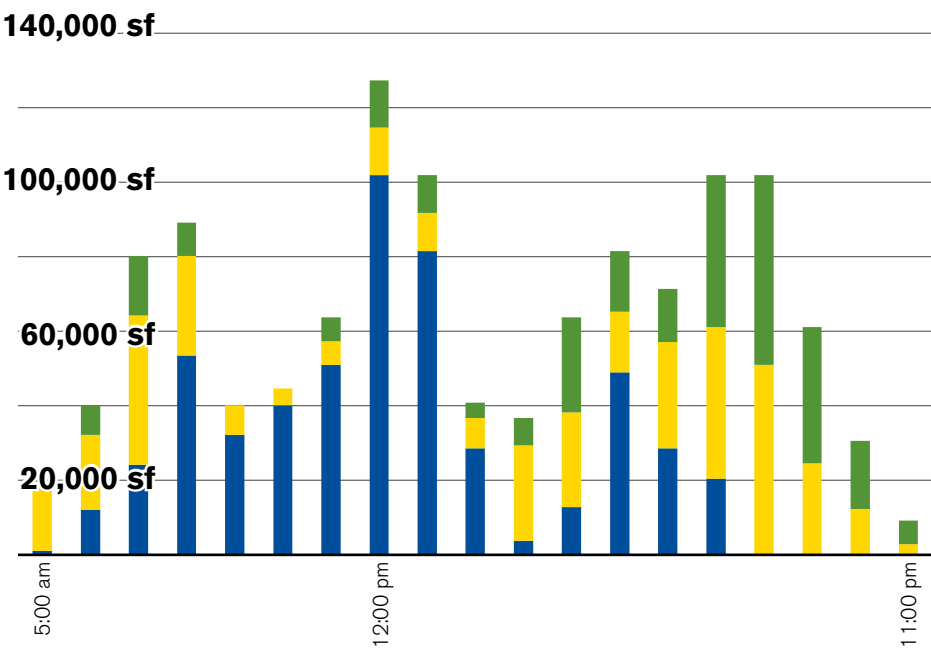
As evidenced in the charts below, Park Avenue’s market is overwhelmingly focused on daytime demand, as a result of its primary market being office workers. Hotel and Residential demand generates some demand in the evening hours, but not enough to sustain a clustered business mix. The potential to expand new business opportunities will always be hindered by reliance on only one market. However, the second row of charts, which includes both

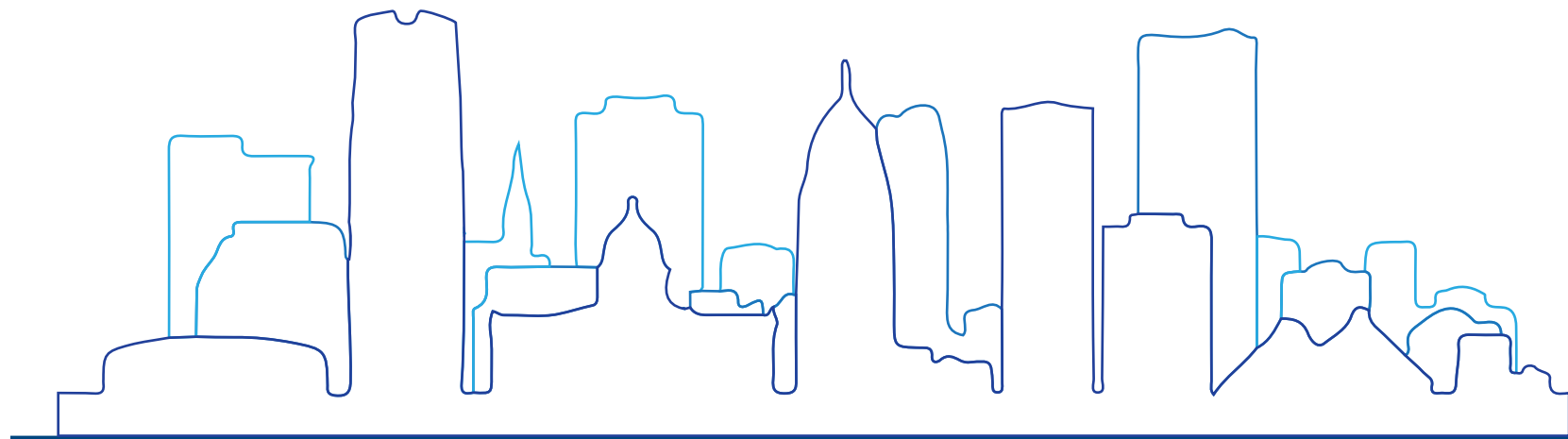
the secondary trade areas for each market, as well as future primary area demand (new hotel rooms, housing units, etc.), demonstrates the diversity of daytime demand that can be created by capturing a portion of those markets. Without a consumer diversification, Park Avenue will always be predominantly a lunch and daytime services destination. The ability to grow it as a commercial district that offers more variety of consumers relies in large part in capturing a portion of other markets that already exist.

PRIMARY TRADE AREA



PRIMARY + SECONDARY TRADE AREAS + FUTURE DEMAND





RETAIL

SUMMARY OF RETAIL STRATEGIES

The following sections describe a strategy and framework of design ideas and recommendations for Park Avenue. They are meant to inspire development of thoughtful, context-sensitive improvements and enhancements to existing and potential retail spaces along the street. The design strategy begins with the existing conditions and design context of the Park Avenue study area, followed by best-practice retail storefront concepts, retail signage and wayfinding concerns, and public/open space synergies with retail.

The strategy includes general retail design recommendations for the entire study area as well as specific design recommendations for the selected pro forma retail spaces. It also includes recommendations for creating design guidelines and/or other development or zoning code changes that will encourage and support both current and future retail locations.

- **Build Critical Mass Anchor** - Attracting a critical mass of great retail tenants will create a collective retail anchor along Park Avenue. Operators should be strategically recruited and located to have a noticeable impact on the street;
- **Be Strategic With Primary Storefronts** - Many primary retail spaces along Park Avenue are occupied by banks or office tenants. These uses do not generate pedestrian activity or contribute energy to the street. Locate banks on secondary frontages and service providers in interior spaces, basements or upper floor units;
- **Activate the Street** - Convert primary storefronts on Park Avenue to active retail designs. This will attract retail operators who will in turn generate activity and build energy on the street;
- **Establish a Rhythm** - Locate retail shops at regular intervals along the street to keep pedestrians walking, looking and shopping. Add storefront doors that open onto the sidewalk wherever possible;
- **First National Center** - The adaptive reuse of the First National Building should be a top priority for the Park Avenue district. This underutilized complex anchors the one hundred percent corner of the district, the corner of

Park and Robinson. First National's three buildings consist of 350 linear feet facing Park Avenue - approximately 20% of the primary frontage along the corridor. A public-private partnership is likely necessary for the rehabilitation the First National complex, along with the use of Historic Rehabilitation Tax Credits. If public funding is used, it is important that the rehabilitation help catalyze retail enhancement by activating First National's primary frontage along with Park Avenue with dining, retail or other businesses that contribute to an active commercial street;

- **Future Linkages** - Districts surrounding Park Avenue also have growing opportunities for commercial enhancement. It is very important to establish pedestrian and land use linkages between Park Avenue and these adjacent districts in order to create a larger, stronger economically viable commercial core within the Central Business District. The three primary linkage areas surrounding Park Avenue include:
 - Hudson Avenue & South CBD Expansion:
 - Robinson Avenue Corridor
 - Santa Fe Garage
- **Alternate and Interim Uses** - Alternate or interim uses in the Park Avenue district can help activate commercial space and bring Park Avenue onto the radar screen of merchants, investors and customers. These short-terms uses are often referred to as “pop-up” shops. In addition to pop-ups, alternate uses can help kick-start revitalization efforts. These may include fitness facilities such as gyms, pilates and barre studios; art galleries and artists' studios; seasonal holiday shops and vintage/antique shows.

Top: Pop up shops can provide successful interim uses in storefronts that help activate the street and demonstrate opportunities.

Center left and right: The rehabilitation of First National Center must be the centerpiece of a successful retail strategy for Park Avenue District.

Bottom: A rhythm of well-designed storefronts provides momentum for retail districts, drawing patrons into the space because they enjoy the activity there.



RECOMMENDED MERCHANDISE MIX

Downtown districts with distinctive clusters of shops and eateries attract urban-inclined consumers from throughout a defined trade area. These districts simultaneously serve both people who live and work in the immediate vicinity and also the visitor market. Park Avenue between Broadway and Harvey is just the right size on which to focus in the early stages of retail revitalization in the city's Central Business District. The goal is to develop a continuous line of shops and restaurants along both sides of Park Avenue that attract high quality retail operators.

ANCHORING DOWNTOWN

Downtowns were traditionally “anchored” by large format department stores. Though such stores continue to exist in dense urban markets, with few exceptions, department stores are not expanding their full-line stores in the U.S. today. Even if a department store were to consider the Oklahoma City market, it would not locate in the CBD because the area does not offer the covenancies that they seek. Big box and discount stores are modern-day equivalents of traditional department stores, but these are not recommended for Park Avenue or downtown in general. Big boxes and discounter retailers are well-represented in suburbs, and residents of the suburbs would not bypass them for the same or similar offerings downtown. Finally, downtown OKC does not have a large enough population to support stores of the big box magnitude.

A NEW KIND OF ANCHOR

Today's successful downtown anchors are clusters of uses. Anchor uses often mix cultural programming with groups of shops and restaurants. Downtown Oklahoma City already enjoys successful cultural anchors such as the Oklahoma City Museum of Art, the Civic Center Music Hall, Oklahoma City Philharmonic, and Myriad Gardens. Downtown has the beginnings of a shopping and dining scene that seems well-positioned to develop to the next level.

To achieve a district active throughout the day and into the evening, a mix of shops and restaurants should be consciously cultivated along Park Avenue. These operators must balance high-quality daytime and nighttime uses, emphasizing independent operators geared to the target market. National chains should be those that are not over-represented in the wider area. Stores in the mid-to higher range, though not luxury, are appropriate together with reasonably-priced eateries such as Kitchen 324, a downtown restaurant located two blocks north of Park Avenue.

Recommended Merchandise Mix
for Park Avenue

Eateries

- Full Service, Mid Price Point
- Fresh / Distinctive Concept
- Chef-driven, Fine Dining
- In-Demand, Local, Quick, Casual Concepts
- Delicatessen/cafe
- Coffee Shop
- Dessert House

Apparel / Accessories

- Men's & Women's Apparel
- Shoes, Accessories, Handbags
- Athletic, Fitness, Leisure Apparel & Accessories
- Fashion Jewelry
- Fashion Eyewear

Home /Gifts, etc.

- Gifts & Home Accents
- Floral / Garden
- Tech/Travel/Office
- Urban Markets / Prepared Foods
- Artisanal Food Shops

Personal Care

- Bath /Body
- Makeup
- Salon
- Barber Shop
- Spa

RETAIL CLUSTERS

Clusters are groups of retail operators whose concepts, inventory, and physical designs complement each other and attract businesses to an area. Park Avenue's recruitment efforts should focus on building up clusters of symbiotic retail operators such as those recommended at left. These businesses will align with and are likely to benefit from the demographic and development trends identified in this study.

Clusters assemble a continuous flow of retail, offering shoppers convenience and multiple shopping and dining options in a walkable area. Not only are retail clusters attractive to a workforce customer base, they are very effective in promoting downtown residential development and future hotel/convention development, uses which extend retail operating hours well beyond the work day.

SHORT-TERM OPPORTUNITY / BUILD UP

Creation of a successful retail district along Park Avenue will require a variety of strategies that can be refined as development evolves. But the primary goal for Park Avenue will not change: creation of a continuous flow of retail and restaurant uses along the street. This will not be achieved overnight but the journey has already begun.

Continued implementation of the City's Project 180 Streetscape Project will help make the Park Avenue district's streets more attractive to a growing number of pedestrians while adding value to surrounding properties. This large public investment will leverage private investment by existing and new retail operators and property owners.

ALTERNATE AND INTERIM USES

Though long-term store and restaurant operations are the primary goal for Park Avenue, in the short-term, other alternate or interim uses can help activate space and bring the district onto the radar screen of merchants, investors and customers. These short-terms uses are often referred to as “pop-up” shops.

In cities across the U.S. pop-up shops have become common and widely accepted. They can take many forms—for example a gift store’s second location in a different part of town during the holiday season. A pop-up can also provide a new entrepreneur the opportunity to test a store concept at fairly low risk. Operators of pop-ups typically spend minimal amounts of money setting up a store. Instead, they rely on creativity to develop a temporary storefront presence

that draws the eye of passersby and design an interior space that offers a compelling shopping experience. Successful pop-ups can and often are the precursors of permanent stores. After only two years, Midtown OKC’s Holiday Pop-Up Shops are a much-anticipated annual event between Thanksgiving and Christmas.

Interim uses can also benefit the landlord, who does not spend any money on upgrading a space until they have a tested tenant in hand. In addition to pop-ups, allowing existing interior or upper floor operators to display their merchandise in vacant street front windows can be a great way to activate space.

ALTERNATE USES FOR PRIMARY FRONTAGE COULD INCLUDE:

- Art galleries and artist studios
- Seasonal shops for holidays
- Antique/vintage furniture shows
- Fitness facilities (gyms, pilates and barre studios)



Downtown Oklahoma City has established two sets of successful holiday “pop-up” shops in Midtown and Myriad Gardens.

MAGNETS, NEUTRALS, INHIBITORS

Park Avenue needs a variety of retail operators and restaurants with high standards and a distinct identity. The focus should be on “magnets” —i.e. quality operators that will attract others of similar caliber and who are specifically interested in the Downtown Oklahoma City location and market. Each deal should leverage the next; at a minimum, deals that discourage other quality operators from locating nearby should be avoided.



MAGNETS

An operator such as Anthropologie would be regarded as a Magnet. When a store of this caliber chooses a location, other quality retailers take notice. Anthropologie generally places one shop in each market, making itself a destination. This is very attractive to quality retailers with similar demographics.

- Well-executed, independent concepts
- Nationals that generally place one operator in each market
- Become destinations that attract others of similar quality



NEUTRALS

Starbucks would be regarded as a Neutral. While quality operators would locate next to Starbucks, their interest in a district would not be piqued just because of it. Neutrals neither leverage nor discourage others from locating nearby.

- Local operators of reasonable quality
- National stores that may already exist in the market but with few outlets



INHIBITORS

Some operators are regarded as Inhibitors because quality operators would avoid a given space or block because of their presence. Quiznos is an example. This type of operator should be located in secondary frontage spaces.

- Fast food outlets
- Overabundance of banks
- Poor quality and/or low-end outlet or discount operators

PRIMARY VS. SECONDARY FRONTAGES

The purpose of the Park Avenue Retail Enhancement Study is to promote a healthy mix of ground floor retail uses while also encouraging other complementary uses, including on upper floors and within secondary frontages. The diversity of other uses includes banks, medical offices, salons, and various service businesses. A good mix of self-supporting uses will significantly improve the vitality and viability of the study area and extend its ability to capture multiple markets, inclusive of both daytime and nighttime activity. Every retail / commercial district is split into “primary” and “secondary” frontages. Ideal tenant mixes are achieved through the consideration of what types of businesses are most appropriate for each frontage.

PRIMARY FRONTAGE

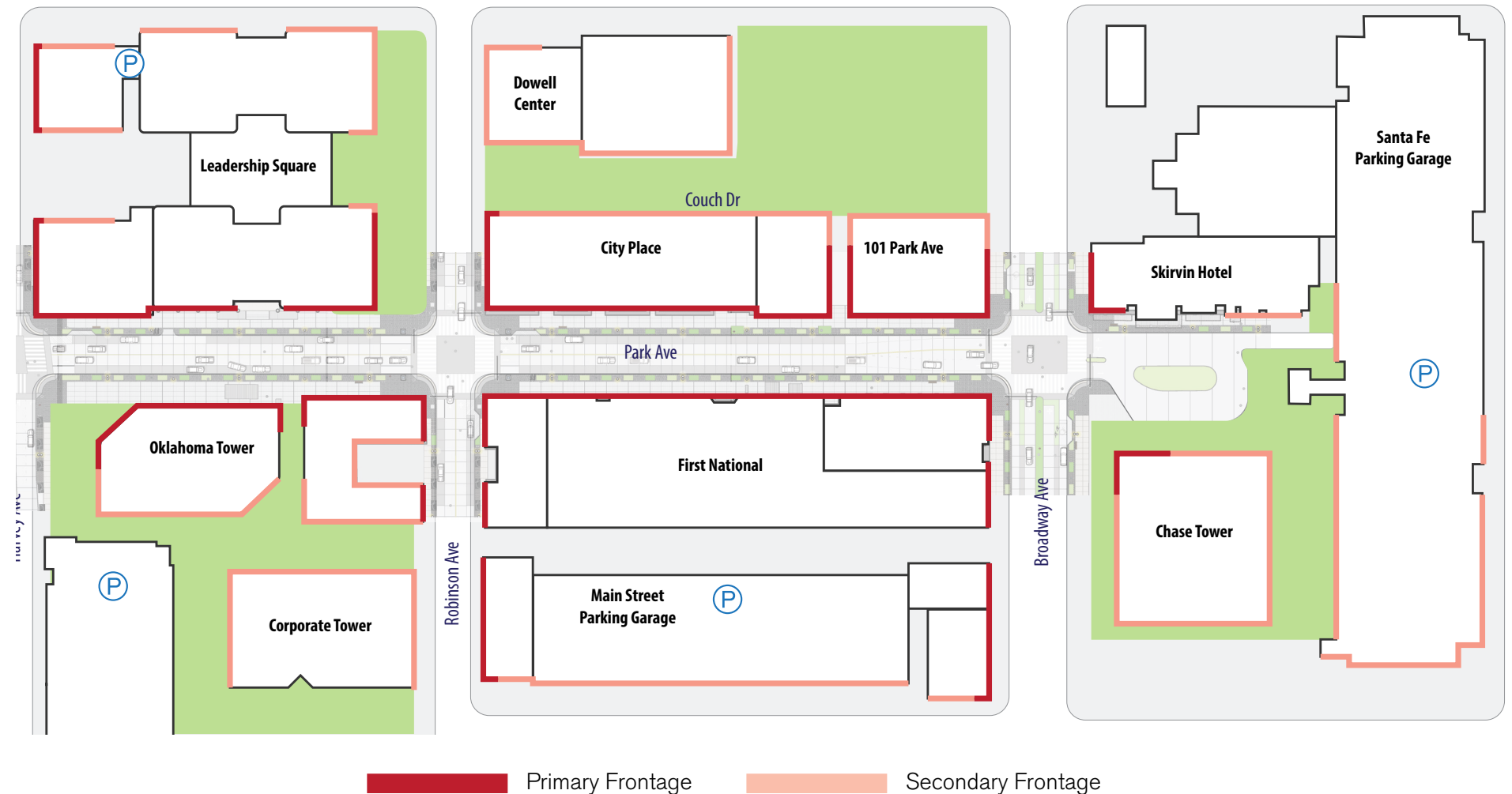
Primary frontages are those that face travel corridors with the most amount of activity and visibility. Within the study area in question, the primary frontage is Park Avenue itself. The activation of as many commercial spaces as possible along primary frontages, along with the placement of the right types of businesses, is crucial to achieve the clustered “anchor” potential discussed in the Merchandise mix section. The ability for Park Avenue to draw additional good quality shops and restaurants is directly related to the supply and availability of primary frontage spaces. Without an active primary frontage, Park Avenue will continue to be limited in its potential to grow, continuing to act as a disconnected retail district.

Ideal businesses in primary frontages are those that require as much visibility as possible and serve to activate the street, such as destination businesses, retail, and full-service restaurants. Destination services are also good primary frontage tenants.

SECONDARY FRONTAGE

Service providers such as dry cleaners, medical offices, or copy shops are important to vibrant retail districts because they serve workers and residents; however these should not be located along Park Avenue where primary frontage is a limited resource.

Instead, service uses should be located along other blocks and streets within the CBD or in the Underground and Skybridge level spaces. With few exceptions, the majority of uses found in the city's CBD are services or quick-casual eateries. Existing supply meets demand for these kinds of operations. However there appears to be significant unmet demand for quality retail operators as described above.



RETAIL TARGETS & PHASING

As discussed in the market conditions section, the best markets serving Park Avenue are office workers, followed by hotel guests and residents. The reliance upon office workers as a target market focuses the current business mix on those specific needs - limited service eateries with primarily lunch service, week and daytime oriented service oriented businesses, etc.

Achieving the recommended merchandise mix will likely take time as Park Avenue and Downtown Oklahoma City at large evolves as a retail center capable of capturing the multiple market segments that drive downtown retail: Office, Housing, Hotel, Convention, and Regional & National Visitors.

The diagram to the right details three “phases” of retail implementation for Park Avenue, starting with short-term objectives to capture and enhance the district within the confines of existing market segments, and ending with consideration of how Park Avenue will be best positioned within the downtown market, anticipating continued growth in employees, residents and visitors over the next 10-20 years.

PHASE 1 FILLING IN GAPS	PHASE 2 CONVENTION/HOTEL MARKET SYNERGIES	PHASE 3 POSITION WITHIN THE OVERALL DOWNTOWN LANDSCAPE
Fill in gaps in the existing Park Avenue market while developing opportunities that extend activities into the evening hours.	As downtown’s hotel and convention market grows, continue to expand Park Avenue’s offerings to capture visitor market.	Continue to refine Park Avenue’s identity as a district with unique destinations within the larger downtown area.
Primary Markets: Office	Primary Markets: Office, Hotel, Convention	Primary Markets: Office, Hotel, Convention
Secondary Markets: Hotel	Secondary Markets: Regional Tourists	Secondary Markets: Residential, Regional Tourists
OBJECTIVES <ul style="list-style-type: none">▪ Target retailers that “fill in the gaps” in terms of the existing market, including additional drink and dining businesses (coffee shops, restaurants, etc.) and services;▪ Seek methods to expand capture into the secondary markets for office, hotel and housing;▪ Seek to expand the hours of the district through existing or future businesses that can capture daytime and evening business from office workers and hotel guests. Opportunities include restaurants offering lunch and dinner service, and bars that capture an after work market;▪ Work to actively re-position First National Center not only as a commercial asset, but as a market driver through future office, hotel or housing uses;▪ Seek opportunities to position dining and retail businesses in primary street frontages currently unoccupied or occupied by uses that are not shops or restaurants;▪ Assist with the stabilization of the Park Avenue market as it adjusts to the Project 180 streetscape construction and repositioning of the First National, which will likely require the movement of tenants out of the complex;▪ Enhance and renovate commercial spaces to add to the supply of quality commercial space within the district.	OBJECTIVES <ul style="list-style-type: none">▪ Leverage expected growth in hotel and housing in nearby districts to expand the daytime and weekend market;▪ Create connectivity with the South Central Business District and new Convention Center, an area that will generate considerable office, hotel and visitor traffic to the CBD;▪ Enhance the secondary frontages within the Park Avenue study area to create spaces available to lower revenue businesses who may not be able afford expected increase in rent rates along primary frontages;▪ Invest or finish investment in public spaces that contribute to the overall commercial and amenity goals of Park Avenue;▪ Target service based anchors like Pharmacies to enhance the overall retail mix;▪ Based on the growth of retail goods like clothing, target areas where easily accessible parking can be supplied to customers coming from outside the downtown area.	OBJECTIVES <ul style="list-style-type: none">▪ Continue to manage tenant mix based on evolving and growing markets, particularly hotel and convention, as well as regional visitors/tourists.▪ Develop a new strategy for Park Avenue that takes into consideration its role in the larger downtown and how other downtown retail nodes (Midtown, Broadway, Deep Deuce, Bricktown, South CBD) have evolved. Consider Park Avenue’s retail position and whether it can successfully serve multiple markets, or should focus primarily on the office and hotel markets.

FIRST NATIONAL CENTER

OKLAHOMA LANDMARK

The First National Bank Building is Park Avenue's most historic landmark but its future use is also the district's biggest unknown. First National is a complex of three contiguous buildings located along Park Avenue between Robinson and Broadway. The complex includes a 1931 structure located at 120 N Robinson, a 14-story addition to the east constructed in 1957, and an L-shaped final addition built in 1977. All three buildings are connected internally.

The iconic 1931 Art Deco structure of over 990,000 square feet sits squarely at the Park Avenue district's one hundred percent corner, the intersection of Park and Robinson. **First National's three buildings consist of 350 linear feet facing Park Avenue - approximately 20% of the primary frontage along the corridor.**

Since the mid-1980s, First National has had numerous owners with many different schemes to reuse the buildings. A lack of parking and asbestos clean-up has stymied several rehabilitation attempts.

REUSE STRATEGIES

The adaptive reuse of the First National Building is a top priority for the Park Avenue district and Downtown as a whole. Many are optimistic that the building can be successfully rehabilitated and put to productive economic use for another century. An equally important measure of future success is the First National Center's contribution to the character of Park Avenue's streetscape environment.

A public-private partnership is likely necessary to rehabilitate the First National complex. If public funding is required, it is important to target specific objectives of the buildings' rehabilitation that can assist with the enhancement of Park Avenue:

- **Activate the building's primary frontage** along with Park Avenue with dining, retail or other businesses that contribute to an active commercial street;
- **Build out the pedestrian zone frontage** along the property to Project 180 standards, taking into consideration **opportunities for outdoor dining zones** and other features that can contribute to the Park Avenue environment;
- **Add external doors and pedestrian oriented signage** and awnings on the Park Avenue exterior - to the best extent allowed through the Historic Tax Credit process.



Primary vs. Secondary Frontages - Currently, First National takes almost no advantage of one of its greatest assets: 350 feet of primary frontage along Park Avenue. The 1931 building includes only two doors on the Park Avenue side. Though the building's Park facade has ten large storefront windows, they are largely underutilized due to the office uses that currently occupy the interior space. This is a missed opportunity for such high potential retail space in the heart of the Park Avenue district.

The very desirable corner storefront at Park and Robinson is occupied by Cafe 7, a locally owned, fast-casual restaurant that does a robust daytime-only business. Cafe 7 has attempted to carve out a sidewalk dining area along Park Avenue but lacking shade or other pedestrian amenities, the outdoor seating area has not caught on well with patrons. Along both their Park and Robinson frontages, Cafe 7 does make good use of First National's storefront windows looking out on the street. The restaurant has placed seating along the windows and lunch patrons clearly enjoy views of street activity as they eat. Passersby also enjoy views into the busy restaurant, which is no doubt good for business.

First National also has 140 feet of secondary frontage along Robinson Street, which includes the 1931 building's highly ornamental front entrance. This secondary frontage also includes Cafe 7's main entrance, five display windows, and a storefront with an entry door currently occupied by the Tinder Box, a specialty pipe, cigar and gift store.

First National's secondary frontage also needs better storefront definition to enhance retail visibility and help activate the street. Depending on future use patterns in the complex as a whole, the Robinson frontage could easily accommodate three storefronts.

Clear and Accessible Door Openings - On a commercial street, pedestrians anticipate and crave a rhythm of storefront doors opening onto the street. This rhythm creates better visibility for retail stores and restaurants but it also generates activity. Storefront doorways also allow retail operators and restaurants to choose their own hours of business without being tied to the business hours of a large office building. A successful reuse of First National Bank Building must include additional door openings into new retail units that are created along Park Avenue. Exterior modifications to the 1931 building may be constrained by historic tax credit requirements but a compromise must emerge that allows both reuse and preservation goals to be achieved. The building is far too important to downtown to remain underutilized any longer.

Pedestrian Scale Signage and Awnings - New retail and restaurant uses along First National's primary frontage will benefit greatly from the use of creative signage that is thoughtfully composed to complement storefront architecture. Creative signage is eye-catching and at the same time reinforces a retailer's identity. The scale of signs along Park Avenue must engage pedestrians but still be visible to cars on the street. In addition to signage, Park Avenue storefronts should consider the use of attractive awnings to help make entrances clear and reinforce storefront design. Using distinctive color palettes and simple design, awnings can become a strong architectural element of storefronts.

Streetscape Treatment - Commercial streets should be designed to attract high levels of foot traffic so their streetscapes are spacious, amenity-rich and designed for the safety and comfort of pedestrians. Sidewalks along Park Avenue should follow Project 180 streetscape design standards and should be 10-15 feet wide, incorporating trees and landscaping with street furniture, parking meters and wayfinding elements. Page 51 in the Design Strategies section discusses specific recommendations regarding entrances, tree placement, and opportunities for outdoor dining along Park Avenue.

FUTURE LINKAGES

The enhancement of the Park Avenue District cannot work within a vacuum of Downtown. Surrounding Park Avenue are both areas of growth, opportunities for commercial enhancement, and potential linkages with adjacent districts that will create a larger and more expansive commercial core within the Central Business District. Three primary considerations include:

(1) HUDSON AVENUE & SOUTH CBD EXPANSION

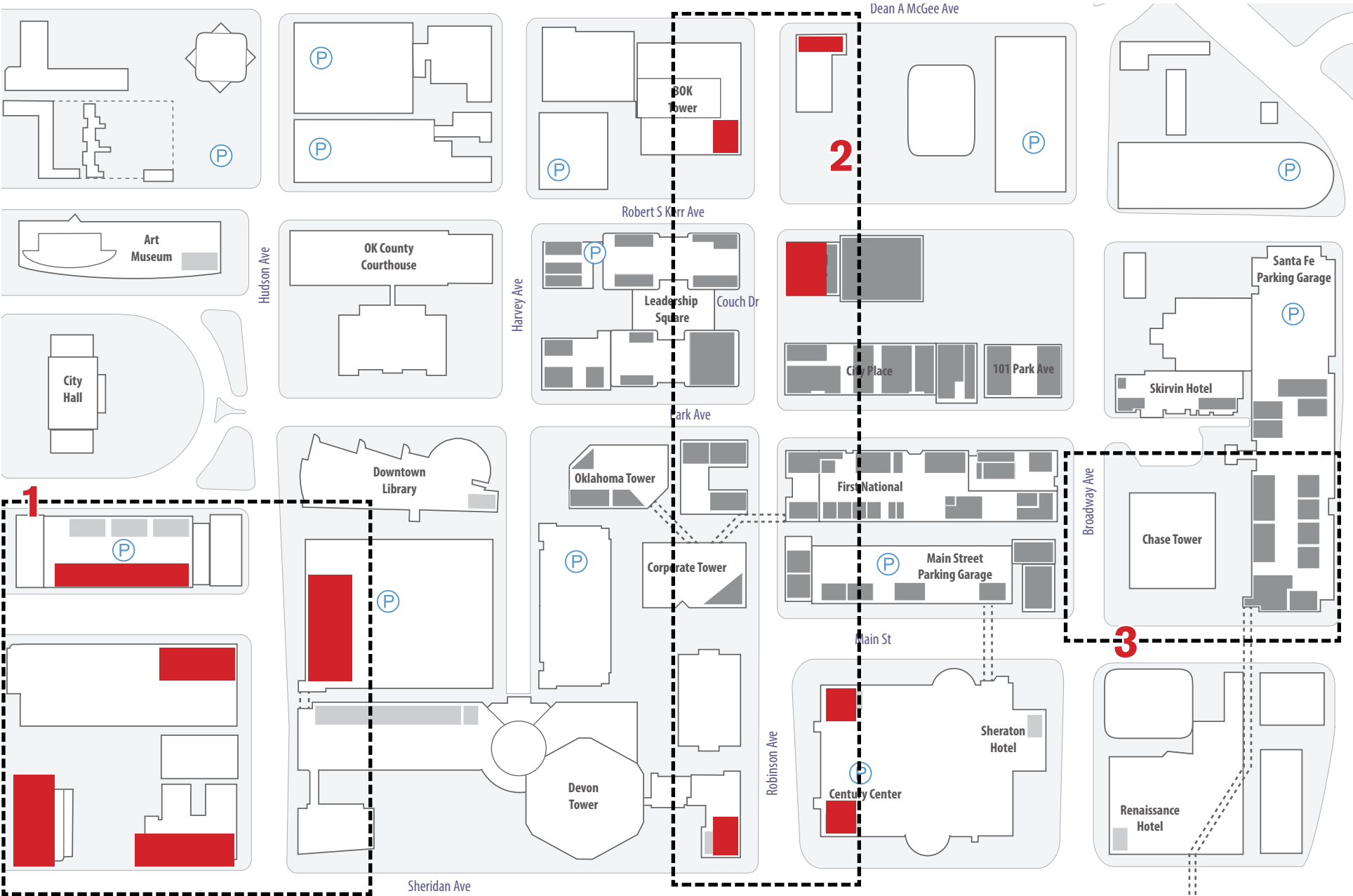
At the west end of the study area, the “civic campus” on either side of Hudson Avenue includes the Downtown Library, the County Courthouse and City Hall. A half-block west and just south of the civic campus, the recently completed Arts District Garage on Main Street includes around 7,500 sf of ground floor commercial space that in time will add to the retail critical mass of both Park Avenue and the CBD commercial core. Though not currently finished commercial frontage, the ground floor of the Devon Garage facing Hudson could be converted to additional retail space as demand develops. Also along Hudson south of Sheridan, three mixed-use projects are proposed for the west side of the street offering the potential of 80,000 - 100,000 sf of additional commercial space.

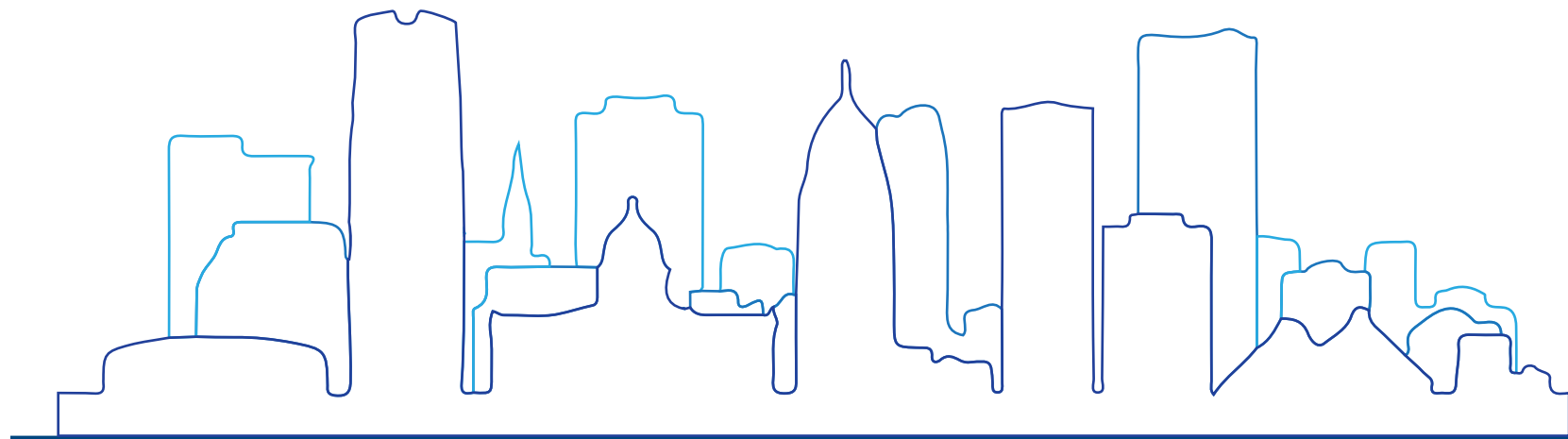
(2) ROBINSON AVENUE CORRIDOR

There is potential to connect Park Avenue with existing, planned, and potential commercial areas to the north and south of the study area. To the north, the Dowell Center, BOK Tower and enhancements along the Leadership Square plaza offer possibilities to create additional commercial space linking Park Avenue with Kitchen 324 and the Sandridge campus. South of Park along Robinson, future retail planned for the Century Center renovation will expand offerings around the Colcord Hotel and Myriad Gardens. Future routing of the streetcar line, slated to run south along Robinson before turning east into Bricktown, need to be considered.

(3) SANTA FE GARAGE

The City-owned Santa Fe Garage includes approximately 17,000 sf of commercial space. The garage, which currently has two tenants who occupy approximately 7,500 sf, offers growth potential in the Park Avenue study area, but its lack of primary frontage on either pedestrian or driving routes makes the space largely invisible and therefore unsuitable for many types of businesses. Successful strategies to activate this space could result in the creation of additional commercial space in the heart of downtown, and enhanced connectivity between Park Avenue and Bricktown.





STOREFRONT DESIGN

WHAT DEFINES A QUALITY RETAIL STREET?

Principles of sound urban design are not simply a matter of aesthetics, good taste or fashion. Intentionally employing principals of good design in the urban environment sets into motion a virtuous cycle of activity that translates into economic value and return on investment for all users.

Put simply, creating urban spaces that attract people means that people will choose to linger in those spaces. If people linger, they will often spend money. If people spend money, shop owners see opportunities to create new businesses catering to the people who are populating the street. The cycle can be extended to nearly endless lengths but the cycle begins with good urban design.

Throughout the Design section that follows, we provide many examples of sound design practices for storefronts, signage, awnings, and interiors. But we begin with an articulation of key principles of good streetscape design for the important space where the public realm meets and mingles with the private realm.

REQUIRE TRANSPARENCY



Make storefronts as transparent as possible.

Transparent storefront display windows establish a visual relationship between the interior of a shop or restaurant and pedestrians on the sidewalk. The reverse is also true. Store patrons inside also desire to see pedestrian activity taking place out on the sidewalk.

Design guidelines to support walkable urban districts often require storefronts to be 70% transparent glass. This includes transom windows in traditional storefronts, which enhance visibility and also balance the appearance of storefront proportions. In terms of transparency it can be very desirable to have doors and windows that open completely to allow merchandise or restaurant activity to spill out the storefront zone of the sidewalk.

Window transparency and the resulting visibility is a simple and cost effective way to promote products and market services to customers.

AVOID BLANK WALLS



Blank walls detract from the streetscape environment and should be avoided.

Blank walls in urban environments should be avoided on a primary and secondary street frontages. A blank wall interrupts the rhythm of a walkable urban street, contributes nothing to the streetscape environment and is a missed economic opportunity to capitalize on visibility and foot traffic. Uses that require blank walls should not be located in walkable urban environments.

Blank wall retrofits are possible by undoing storefront enclosures that have occurred the past. Or in the case of more contemporary architecture, a blank wall retrofit can take the form a smaller-scale new building with full window transparency that is built in front of the structure with the blank wall. This approach establishes a new street wall in front of the old and continues the desired rhythm of storefronts.

DESIGN AT HUMAN SCALE



Successful Walkable Urban Districts are Based on Human Scale Design

Cities are the mechanism for sustaining human contact. Cities are meeting places where people come for socialization as well as commerce, and these two activities feed and inspire each other. Spatial relationships between buildings and the street or other public space play a definite role in people's willingness to interact in an urban environment. If a space is too large or has no comfortably places to sit, people will not linger.

The term human scale describes the proportional relationship of the physical environment (buildings, public spaces, landscaping, street width, etc) to human dimensions. People feel most comfortable and are therefore willing to spend the most time in spaces that are designed and built to a human scale. This is a critical concept when designing successful streetscapes in the urban environment.

EMPHASIZE DOORS AND ENTRYWAYS



Place Doors and Entryways at Regular Intervals on the Street

A recurring rhythm of doors on the street in a commercial district is important to reinforcing human scale but it also has several functional purposes. Doorways and their surrounding design elements announce entry and allow people to see inside of stores and restaurants. People coming and going from doorways signals activity to pedestrians. Doorways should occur every 50 feet or so to create this pedestrian rhythm and maximize activity on the street.

For pedestrians, recessed entryways provide a sense of protection and transition from the street into the store. Recessed entries also prevent doors from swinging onto sidewalks. Clearly delineated on the storefront, a recessed entry provides a sense of welcome and creates depth on the building's surface.

Entryways can be enhanced through the use of awnings which help signal storefront access, provide strong design elements for the storefront and provide weather protection for pedestrians.

DOUBLE LOAD STREETS



Locate Retail Uses on Both Sides of the Street to Maximize Impact

Double loading refers to development of retail and restaurant uses on both sides of primary commercial streets. Double loading is often important for secondary streets as well.

The double-loaded commercial street creates a more desirable environment for investors. Double loaded streets also help strengthen existing stores that already serve as a destination and attract additional patrons, who in turn help support the addition of new retail.

The streetscape environment along a double-loaded commercial street doubles the destination street's attraction for pedestrians.

WHAT DEFINES A QUALITY RETAIL FRONTAGE?

Quality shops and restaurants have distinctive facades that draw attention. Their signage is succinct and eye-catching. Stores have engaging window displays that change frequently. Quality operators have well-designed, clean interiors with friendly, helpful, and knowledgeable staffs. Quality stores have good stock levels of thoughtfully displayed merchandise. Quality

Restaurants have focused food and drink offerings that fit their brand. Quality restaurants should consider the views of and from their restaurants when designing their storefronts. Quality restaurants consider waiting areas, and if outdoor seating is appropriate, they consider patrons' interaction with the sidewalk, shade, and separation from traffic noise and movement.



FACADES

- Distinctive, well-branded storefronts can be designed in both old and new buildings
- Encourage professional, retail-specific designs
- Do not allow the use of tinted windows
- Employ design review guidelines



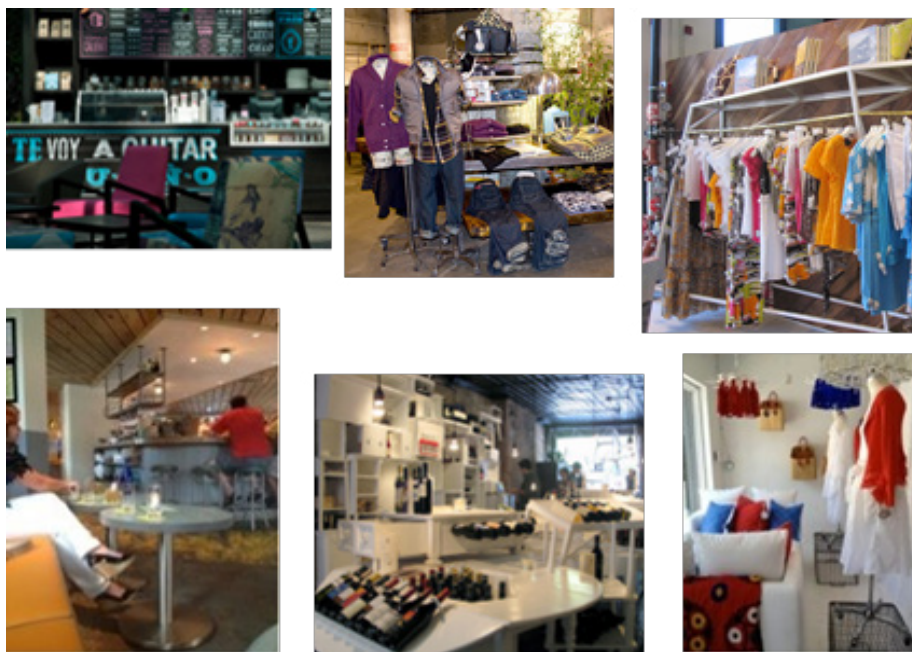
WINDOWS

- Restaurants pay attention to views from the street
- Displays change every 2 or 3 weeks (or even more often!)
- Windows reflect only the merchandise sold
- Design and displays that are timeless and eye-catching
- Convey spirit of the retailer and merchandise inside



SIGNAGE

- Succinct—name should be in only one or two places
- Eye-catching, branded; styled and sized to fit the character of storefront
- Should not state too much information (i.e. hours, website, number, name, merchandise, etc...)
- No neon “open” signs: it should be clear an operator is open without these



INTERIORS

- Well-designed, inviting, intriguing and clean
- Well-stocked with inventory, neither cluttered nor sparse; coordinated and organized by theme, color, style, or type
- Restaurants with focused menus, comfortable seating, and appropriate lighting

RETAIL STOREFRONTS: WHAT NOT TO DO



above: Signage is poorly placed in relation to the overall storefront and the proportion of sign size and shape is not consistent with storefront or building/sign band proportions.

top right: Storefront has been infilled with inappropriate materials with no transparency. Storefront windows are cluttered with numerous signs and obscured by an awning. The identity of the retailer is clear but the shop is neither attractive nor inviting.



above: Storefront transom and window are covered and views into the store are obscured. Signage is improperly placed in relation to the storefront and building proportions. Air conditioners and ventilation units should never be installed in storefronts.

bottom right: Storefronts are recessed from the building face and therefore shadowed. Signage placement is not associated with entry doors.



RECOMMENDATIONS

Defining what not to do can be just as important as recommendations for good design:

- Don't infill storefront bays with inappropriate building materials, solid panels, or non-retail type construction.
- Don't clutter display windows with miscellaneous signage or window coverings. Storefronts should be as transparent as possible.
- Don't create storefronts that are not proportional to the building, or push storefronts back from the building facade.
- Don't install window air conditioning or ventilation equipment in the storefront--this real estate is too visually important to waste on hardware!

The do's and don'ts of appropriate storefront and signage design should be outlined in detail in storefront and signage design guidelines for the Park Avenue Retail district. The images on this page show general examples of practices, designs and modifications to avoid (examples taken from other communities.)

RETAIL STOREFRONT DESIGN

DESIGN OPPORTUNITIES

Doors/Storefront Design/Signage

- Promote opportunities to add or reopen street entrances and utilize street-facing retail windows wherever possible.
- Bring recessed street level windows to the building face in order to enhance visibility.
- Make retail signage visible to pedestrians from down the street.
- Employ signage that is appropriate in scale, illumination and materials that fit the building and the district.
- Create storefront and signage design guidelines that promote retail visibility and encourage placement of signage in appropriate locations.

RETAIL STOREFRONTS SHOULD BE AS **VISIBLE** AND **TRANSPARENT** AS POSSIBLE, WITH DOORS AND WINDOWS THAT EMBRACE THE STREET AND SIGNAGE THAT IS SCALED, DESIGNED AND PLACED TO **ENGAGE** PEDESTRIANS.



1. Sculptural and colorful brand graphics in the storefront windows create a prominent read from the street.

2. A clean and simple storefront for this restaurant provides unobstructed views inside. The signage is understated but bold and thoughtfully placed.

3. A fully transparent storefront allows maximum visibility of elegant and inviting interior design.

4. The monolithic aesthetic of this storefront contrasts and compliments the intricate architecture above. Quality materials are appropriate and add authenticity.

5. Bold design elements and minimal but highly visible merchandise make this a memorable storefront design.

6. A canopy over the entry puts emphasis on the store entrance and also provides a shelf for signage.

7. In this carefully arranged corner storefront, the design elevates the quality of the street level architecture.

8. Above the storefront windows there may be a need or desire to cover HVAC ductwork or lighting systems that would otherwise be visible. This example provides a screen and more vertical storefront presence.



1. Sleek, modern storefront design with butt end window glazing maximizes visibility into store

4. Roll up doors and a wooden sign band with horizontal boards connect the outside with the inside and creates a cohesive brand look for this eatery.



2. The perpendicular sign is visible to pedestrians from either direction. A second vertical sign in the same font at a larger size communicates to both pedestrians and cars.

5. This narrow storefront building incorporates the second story storefront into the facade composition. The verticality enhances the street presence for this establishment.



3. This mostly glass storefront has an understated sign at the top. The large scale window graphic provides day and night visibility and identity.

6. The rich materials in this storefront contrast with the building's stone facade and give the storefront a strong presence. Store includes vertical and horizontal sign placement.

RECOMMENDATIONS

STOREFRONT DESIGN

Quality storefront design and sign placement should accomplish the following:

- Work with the architectural composition of the storefront and building;
- Both storefront and signage should be regarded as a cohesive whole that define a retailer's identity;
- Make the scale and proportion of storefront and signage appropriate to the view from the sidewalk, from the street and from across the street;
- Signage design and placement should consider pedestrian views approaching both directions and from across the street.

In all cases storefronts should be clearly defined and designed to be identifiable as a retail location with transparent glass windows. Storefront proportions should be appropriate to the architectural style of the building, especially in buildings with historically significant or distinctive details. Historic fabric and detailing should be retained and/or restored whenever possible.

Each storefront should be tastefully composed so that the store's brand and identity is clearly communicated but not overwhelming. Sign placement can vary within reason, depending on the setting and design context.

INFILL DEVELOPMENT

Clean, modern infill design can be appropriate and even complementary in districts with strong historic fabric and should be encouraged on Park Avenue with help from design guidelines.

- Infill development is appropriate for buildings without strong design character or where historic details have been removed in the past and restoration is not feasible;
- Modern detailing should respect the context of historic buildings and the historic architectural scale, massing, proportions and details found on the block and throughout the area;
- Use a combination of horizontal and perpendicular signage to maximize visibility for pedestrians as well as motorists throughout the day and into the evening.

RETAIL STOREFRONT SIGNAGE

IDENTITY/STOREFRONT TRANSPARENCY/ SIGNAGE

- Retail uses should be distinct and differentiated from building entries and non-retail uses.
- Regardless of the retail type, storefronts should be transparent for visibility and designed to be the major focal point on the building for pedestrians.
- Use storefront display windows and quality signage to attract interest and convey retailer identity and image.
- Design guidelines should control allowable messages, type, material, scale, quantity and configuration for signs to reinforce retailer identity.
- Straightforward signage should convey retailer confidence as well as quality.
- Signage should make entrance locations clear to pedestrians.
- Do not allow “open” signs. A transparent storefront will allow pedestrians to quickly determine if a store is open or closed.
- Individual storefronts are part of the district’s collective identity. While distinct identity is important, storefronts must “play well with the neighbors.”



Modern infill storefronts detract from the historic building character. Multiple signs detract from retail quality and confuse pedestrians about entry location.

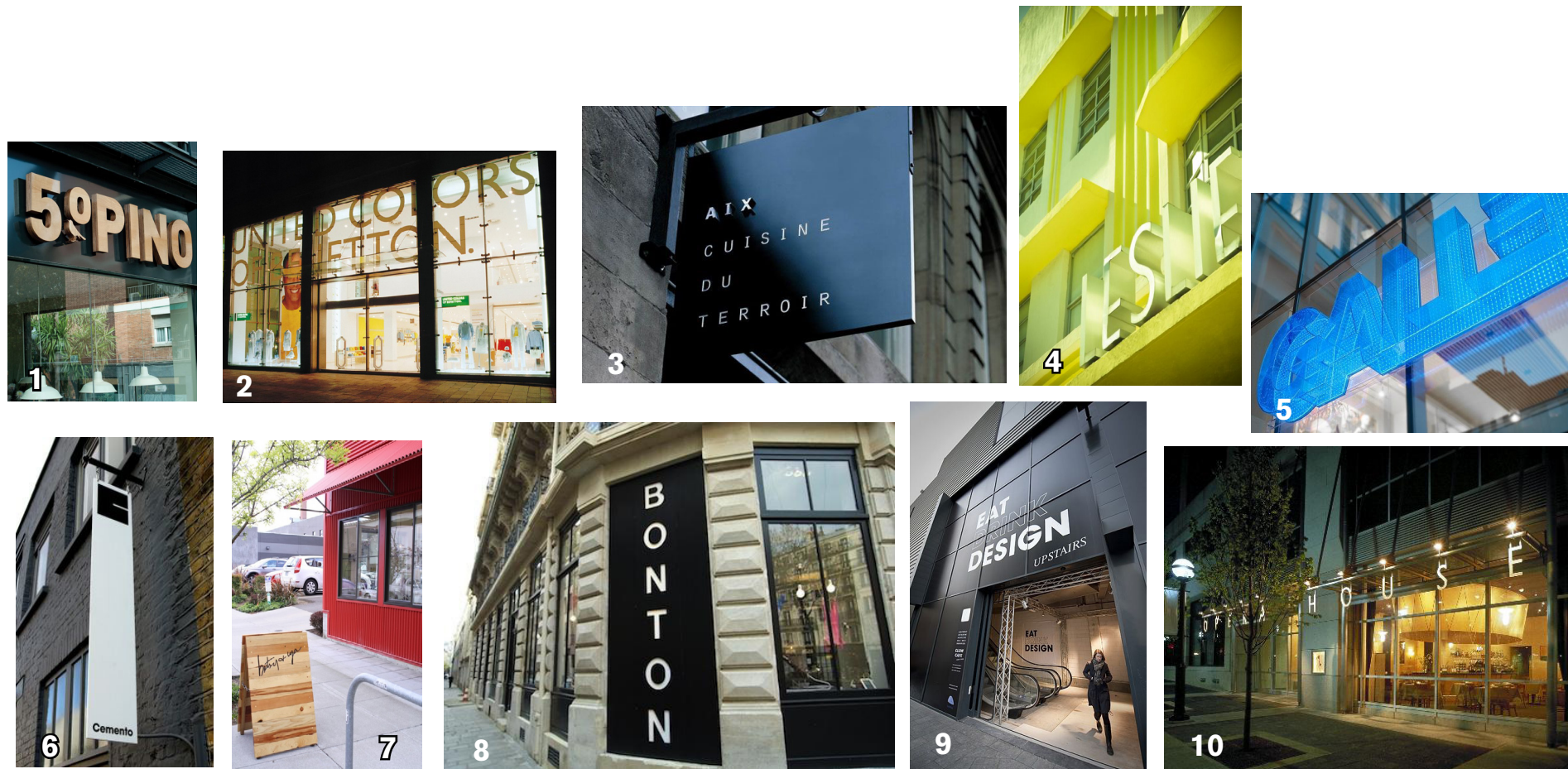


Temporary signage is seldom appropriate for a high quality retail environment. Lack of visibility is hard to overcome; the temporary sign cheapens the appearance of the building entrance and suggests impermanence.

**SIGNAGE AND STOREFRONT
CLARITY ARE CRITICAL TO
RETAILER IDENTITY. SIGNAGE
SHOULD BE ASSOCIATED
WITH RETAIL ENTRANCES AND
SHOULD BE CONSTRUCTED OF
MATERIALS, SCALE AND DETAIL
APPROPRIATE TO THE DISTRICT.**



This retail location looks like a building or office entry instead of two restaurants. Blinds in the windows prevent views into or out of the establishments. Mismatched signage creates a cluttered effect.



1. Halo-illuminated signs are simple and elegant. During the day, these signs have a clean aesthetic.

2. Large glass storefronts can take advantage of ambient store lighting to display the brand or graphics on the windows.

3. Elegant blade signs at the street level give oncoming pedestrians a view of a storefront element from both directions.

4. Dimensional letters along with strong adjacent design elements give storefront signage personality and variety.

5. Unusual materials and lighting should be encouraged. These differentiations can enhance the overall signage aesthetic.

6. Blade signs increase storefront presence to pedestrians and vehicles. Blades signs are typically off center and may be critical for storefronts where obstructions block views of main identification signage.

7. Where possible, well-crafted sandwich board signs add interest to the sidewalk area in front of restaurants, cafés and coffee shops.

8. Corner storefront signs can be appropriate and effective when thoughtfully composed. In this example, the sign is set into the corner entrance of the storefront.

9. Second level retail access at the street level should be incorporated into a storefront space.

10. Signage that is integrated into storefront architecture is preferred. A sign mounted to the underside of this storefront canopy becomes an architectural element. Individual lights for each letter also provide ambient lighting on the sidewalk.

RECOMMENDATIONS

Clean and bold retailer identity signage is critical at storefront entries:

- Perpendicular or blade signage that is visible from down the sidewalk will help create a vibrant pedestrian environment that encourages exploration.
- Creative signage becomes part of the architectural elements of storefronts. Signs that are thoughtfully composed with the architecture, rather than a box sign attached to the building, are well suited to the architectural character of the district.
- Signage must engage pedestrians on the sidewalk but still be visible to cars on the street.

STOREFRONT DESIGN CONCEPTS



Small signage visible only to those immediately adjacent to the storefront

Covered transoms remove a large portion of a storefront that makes a positive impact on the street and the customer.

Limited street trees or pedestrian “furniture” create a bare urban experience.

Curtains in windows removes the asset of a transparent frontage and is in effect a blank wall.



Opening upper storefront creates taller presence and opportunities for larger signage and windows for natural light in the interior.

Larger signage with both “wall” (flat) and “blade” (perpendicular) configurations is more visible along the corridor.

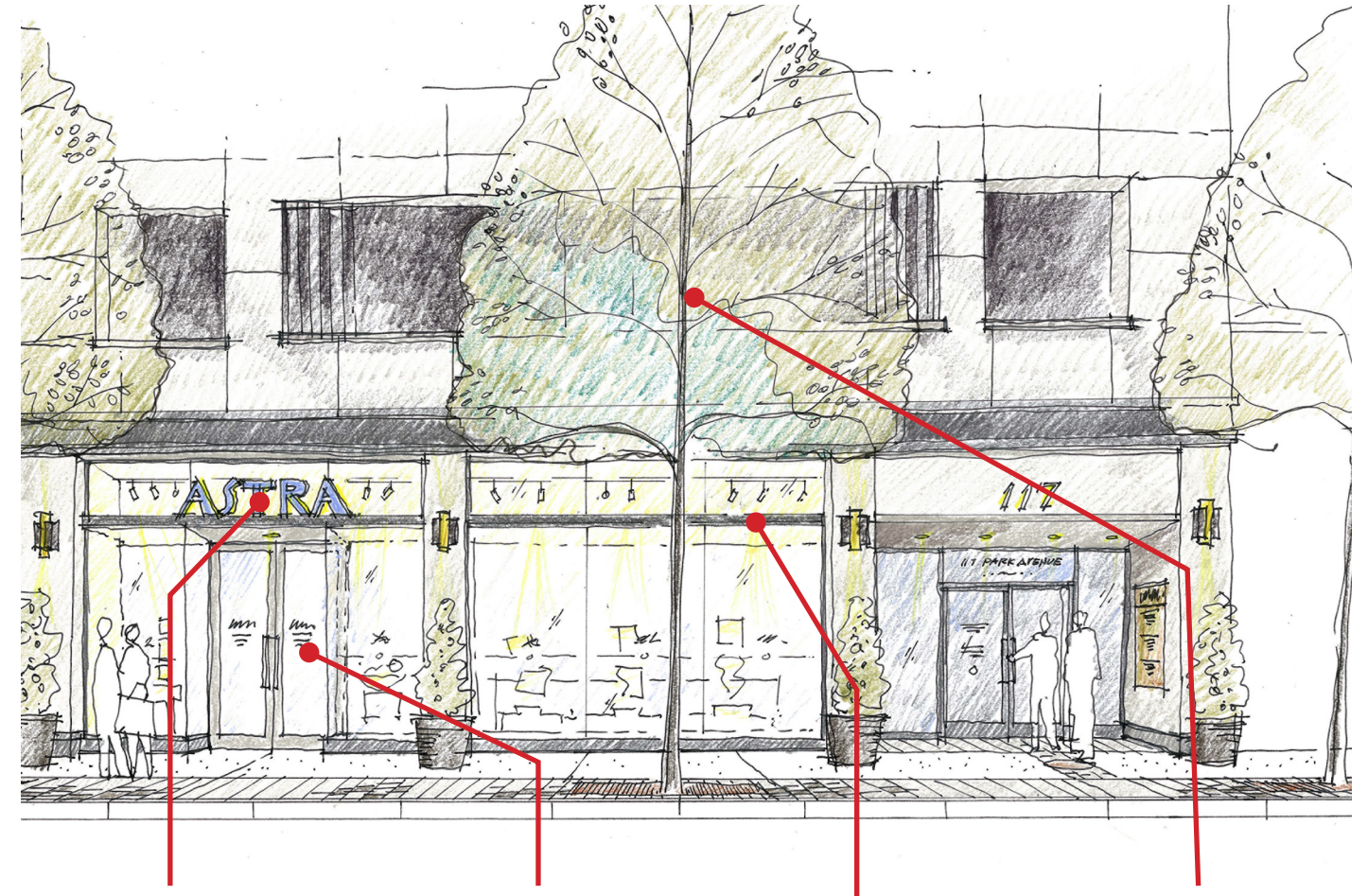
Strategically placed trees add to the pedestrian experience without blocking retail windows or signage.



Trees with a low canopy block the retail frontage from other parts of the street, limiting visibility of signage and merchandise

Limited opportunities for signage create need for windows signage that limits transparency to the merchandise and interior configuration

No exterior door limits accessibility of the retail space to the public



Space dedicated to signage and tall, uncovered windows allow maximum visibility inside for both safety and accessibility to merchandise

Clearly demarcated entrance separated from the building entrance makes it clear that the space is open to the public.

Linear features like cornices and awnings create a comfortable pedestrian scale for the storefront that mitigates the vertical elements of taller buildings.

Strategically placed trees enhance the pedestrian experience without blocking retail windows or signage.

STOREFRONT DESIGN-SECONDARY FRONTAGES



- 1.** Smaller scale boutique stores can be a good fit for side streets and alleys. Artfully displayed merchandise can spill outside to create more visual interest.
- 2.** Interesting service shops can work well on a side street in a business district.

- 3.** A specialty home shop would be a great addition to the CBD and could be located on either the main retail street or along a side street.
- 4.** Small cafés are perfect on side streets and along alleys fronting green spaces.

- 5.** Coffee shops are great hubs for gathering anytime of the day. Side street and alley locations provide a calm and intimate setting.
- 6.** Small retailers such as this book shop provide an authentic feel to a shopping experience.

- 7.** Unusual storefront displays can be appropriate for side-streets or alleys but not the main retail street. An inviting bench and secondary signage create a more intimate experience.
- 8.** Simple and sophisticated retailers are essential for filling smaller spaces and creating a thriving shopping district.

RECOMMENDATIONS

The character of retail and the design of storefronts changes from main retail streets to side streets and alleyways. Retail development on side or secondary streets and alleys should be encouraged once retail is strongly established on the main retail streets.

Begin with redevelopment along Park Avenue itself and then focus on strategic pedestrian corridors throughout the district. Different levels of retail can happily coexist as long as demand and pedestrian traffic has first been sufficiently developed for the primary retail destinations of the district. In the case of the Park Avenue district, we recommend establishing a critical mass of retail and restaurants along Park Avenue first, addressing the secondary frontage streets once retail demand along Park is proven.

- Character and scale of retail will change with the varying scale of secondary streets and alleys vs. main streets.
- Alleyways can provide an attractive sense of intimacy and enclosure for pedestrians.
- More intimate scale yields closer interaction with pedestrians.
- Secondary streets and alleyways can be good locations for unusual storefront design and displays.

RETAIL WAYFINDING CONCEPTS



1. This marker identifies a place within a district. The map on this sign shows the immediate surrounding park area.

5. Gateways help give attention to otherwise hidden areas and encourage pedestrians to explore.

2. Beacons can incorporate wayfinding elements while doubling as district markers.

6. Parks and public spaces often have stories or historical significance that can be interpreted and displayed.

3. Sculptural graphics can display useful information about weather or events.

7. The timeless aesthetic of simple, monolithic signs are often most appropriate. Quality materials and well-crafted typography is essential.

4. Markers should be constructed of elegant, durable materials. Metal, glass and porcelain enamel are a few examples of appropriate materials.

8. Place markers applied to existing structures should be cohesive design elements.

RECOMMENDATIONS

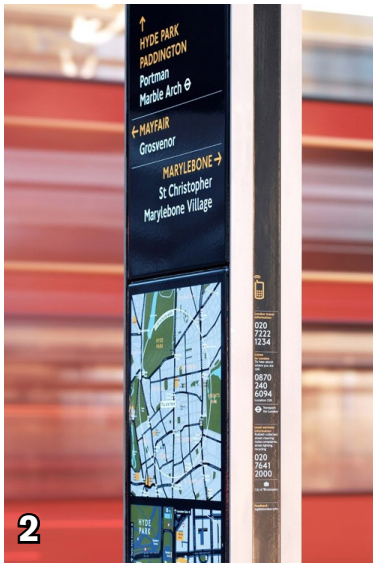
Wayfinding signage and district identity markers can have many different designs. Effective wayfinding provides information and gives direction. Wayfinding can be integrated with district identity markers which are used to define the area and promote the district character. District identity markers are also an effective way to let people know 'what else is here.'

- Identity markers should be placed at entry points, gateways or key locations in public spaces.
- Their function is to help identify key locations in a district.
- Both types of signage invite people into district public space and also direct people out of the public space to engage with surrounding street retail.
- Pedestrian oriented wayfinding markers can be linked to mobile or web-based information that informs visitors about nearby destinations and encourages them to explore the larger area.

RETAIL WAYFINDING SIGNAGE



- 1. Wayfinding elements should include directional information to nearby destinations as well as maps.
- 2. Making use of the sides of a sign to display information can help keep the scale of the sign appropriate for pedestrians.
- 3. Recognizable shapes used consistently throughout a district provide pedestrians with visual cues that information is available.
- 4. Sculptural wayfinding is instantly recognizable.
- 5. Parking identification signs should be clearly legible and placed in highly visible locations for view at vehicular speeds.
- 6. Parking in downtown districts can sometimes be daunting. Parking directional signs provide help ease navigation.

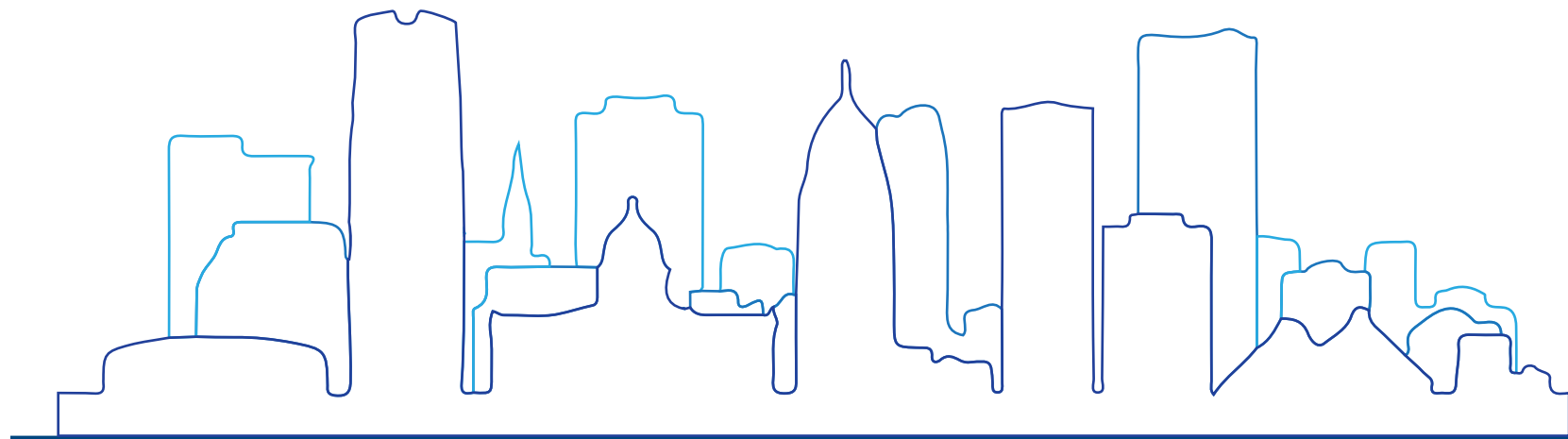


RECOMMENDATIONS

A key to effective wayfinding in a busy urban environment is to “brand” the district. Create a memorable element such as a color or consistent shape or design that helps visitors know what to look for.

- Wayfinding signage must function at two levels: pedestrians and automotive.
- Pedestrian oriented maps and directional signs should be included at district markers.
- Using bold and quickly-identifiable wayfinding for parking locations is essential.
- Use familiar wayfinding markers to activate public spaces and encourage pedestrian exploration, awareness and discovery.

The brand or graphic appearance of all these signs, maps, markers, and elements must be consistent in web, print, and advertising materials and should share identifiable graphic elements that help reinforce pedestrian understanding and familiarity.



STREETSCAPE & PUBLIC SPACES



STREETSCAPE RECOMMENDATIONS

In the near future, Project 180 will bring an enhanced streetscape to Park Avenue. Improvements will be installed in all areas of the street with the exception of the First National Building, which has structural issues that require simultaneous street and building investment. Much of the streetscape has already been designed, but it is important to discuss several areas for consideration prior to, and after the installation of the new infrastructure.

TREES

Trees play a vital role in great street retail. Tree placement and careful ongoing maintenance should be a high priority. Tree spacing and canopy shape can cause visibility issues for retail stores, but shade is critical in hotter months and a continuous tree canopy is desirable. Tree species should be carefully selected to balance long-term viability, shade demands, and storefront visibility. Trees should be carefully pruned to keep limbs well above pedestrian height - between 7 and 8 feet above the sidewalk. Removal of selected trees could improve retail visibility and enhance sidewalk café space. As retail planning becomes more specific, this should be considered. Good signage and storefront design can help create retail that is visible and engaging regardless of tree placement.

BUILDING ACCESS

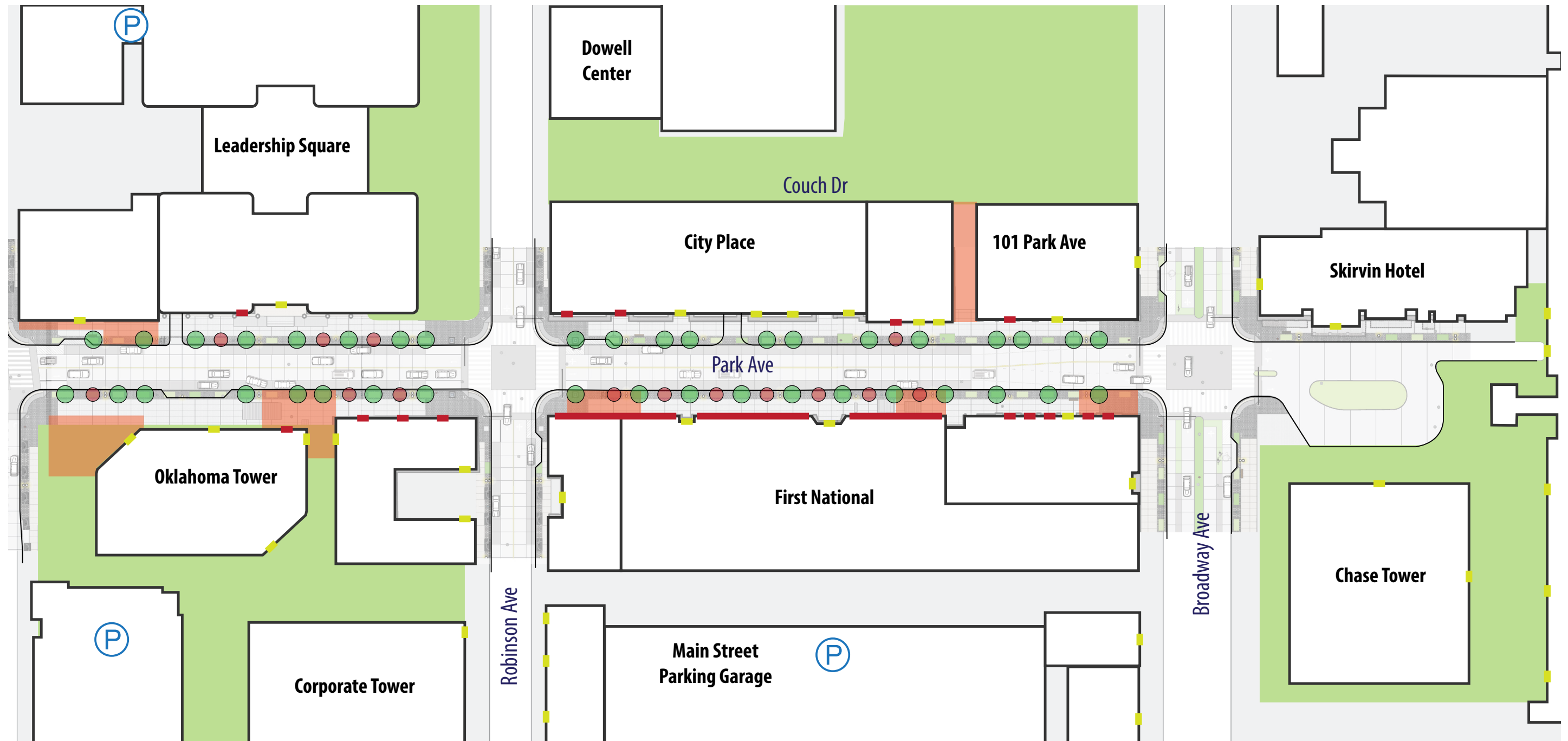
Because new retail entrances are recommended along Park Avenue, the elevations of the proposed sidewalks at the building face should be reviewed to determine if the sidewalk elevations can be matched to the building floor elevations in order to provide accessible retail entries. This may be achievable if addressed early in the Project 180 Streetscape work.

The graphic on the next page identifies both existing entryways, marked in yellow, and recommendations for new additional entryways, marked in red.

SIDEWALK DINING

Street furniture has purposely been minimized along Park Avenue to accommodate sidewalk café dining. Street furniture needs should be reviewed as retail planning and implementation continues to evolve.

STREETSCAPE RECOMMENDATIONS



- Existing Building Entrance/Exits
- Additional Points of Entry for Retail
Consider aligning sidewalk elevation to building floor elevation at midpoint of bays or along facade as marked.
- Street Tree
- Hardscape Amenity Zone
Consider deleting tree to improve retail visibility
- Sidewalk Dining Area

PUBLIC SPACES

PEDESTRIAN PLAZA

These inspirational images show various possibilities for cafe spaces that utilize shade structures, transitions to park areas from cafe dining, and high-impact signage concepts that are integrated into the structure of shade elements.

The pedestrian plaza to the right knits together several nodes and park space between buildings to create a sheltered pedestrian environment that is anchored by retail and dining. It also provides spaces for individuals or small group gatherings. Pedestrian pathways through small alleys can provide useful linkages between nodes of a larger area.

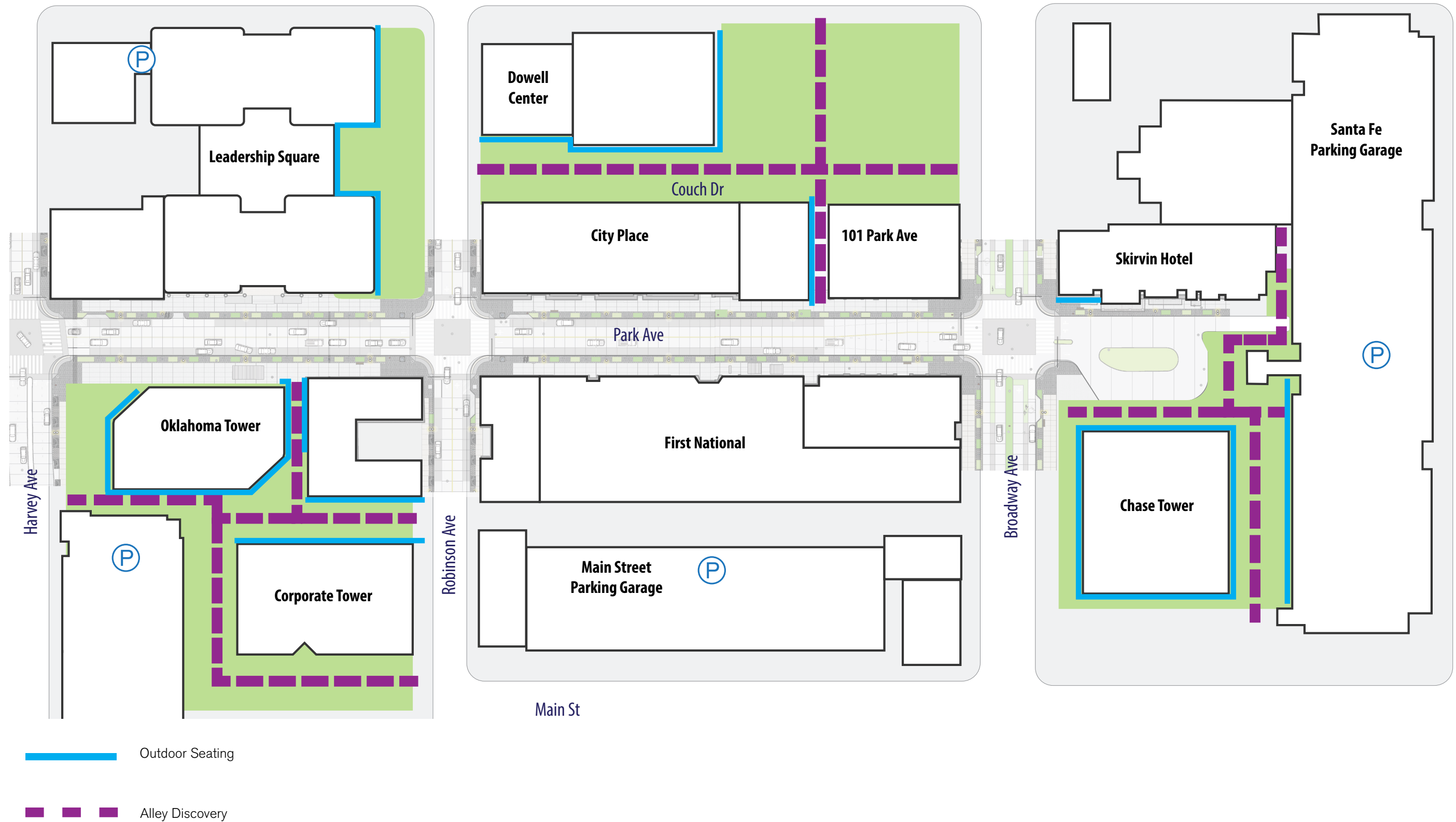
ALLEY SPACES AND DISCOVERY

Alleyways are an underutilized resource in an urban environment. An element once relegated to service uses such as garbage collection, alleys are being reinvented as people-friendly places. Their inherently narrow width enclosed by surrounding buildings gives them a design character that can be highly desirable for retail and restaurant development. If auto traffic can be removed or limited, alleys can become havens for pedestrians, public art, galleries and small businesses. Even if car traffic cannot be permanently removed from alleys, these areas can be activated by hosting occasional special events such as festivals, concerts and markets.

In order for leasable alley space to be successful, it must be included in the downtown wayfinding system. Signage, landscaping, lighting and public art can all be used to direct pedestrians to discover alley offerings. This is particularly important if alleys--secondary or even tertiary frontage--are used to host successful retail operations.



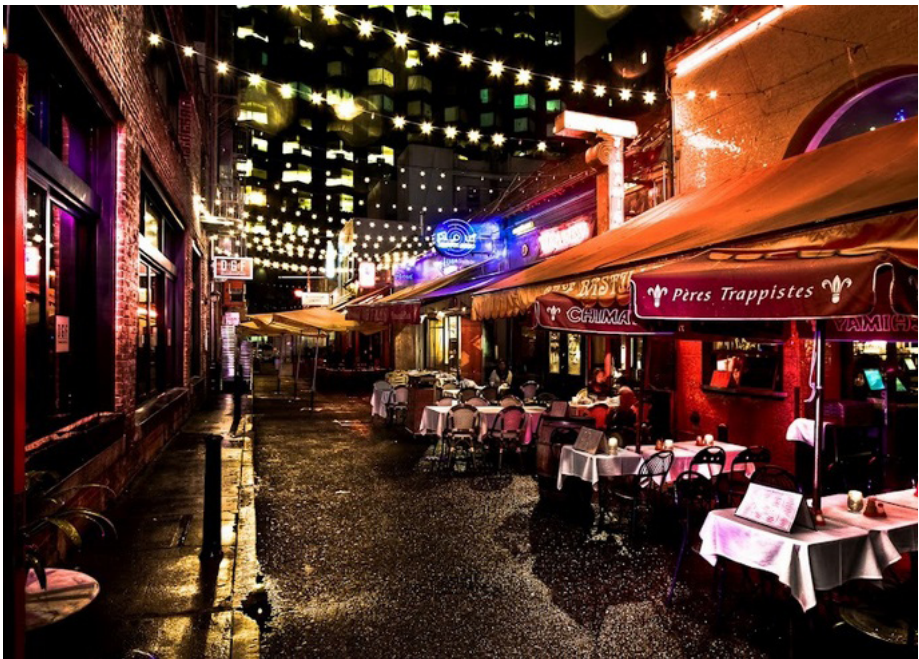
PARK AVE PUBLIC SPACES



ALLEY TO KERR - COUCH PARK

There is a real opportunity for this alleyway to become an inviting pedestrian path between Park Avenue and Kerr-Couch Park. It also provides space that could be developed as a unique dining venue and venue for public art.

These inspirational images show how retail scale and signage can be tailored to the more intimate setting of an alley. The use of finer-grained details and smaller scale materials and lighting elements can activate a tighter space and create a sense of intimacy, enhanced safety and comfort. Creating an identity by using pedestrian-scale elements such as gates or framework makes alley spaces more inviting.





PEDESTRIAN PLAZA RECOMMENDATIONS

- Anchor park and plaza spaces with food and beverage retail that leverages the public space and brings pedestrians in during different times of the day;
- Activate the back sides of buildings with shops that create interior plaza spaces and provide visual connections to primary storefronts;
- Mark entries to pedestrian plazas with retail wayfinding markers to give information and encourage pedestrian exploration of retail throughout plazas. Connect plaza spaces with comfortable and safe pedestrian pathways;
- Plazas and parks are intimate areas that promote relaxation, socializing, and reflection for small groups and individuals;
- Build shade throughout public spaces to provide shelter during hotter months;
- Redesigned public gathering areas and public art opportunities provide multiple options for people-watching, activity, and retail interaction. Food and beverage options associated with these areas will help create vibrant spaces that are used throughout the day.

CHASE PLAZA

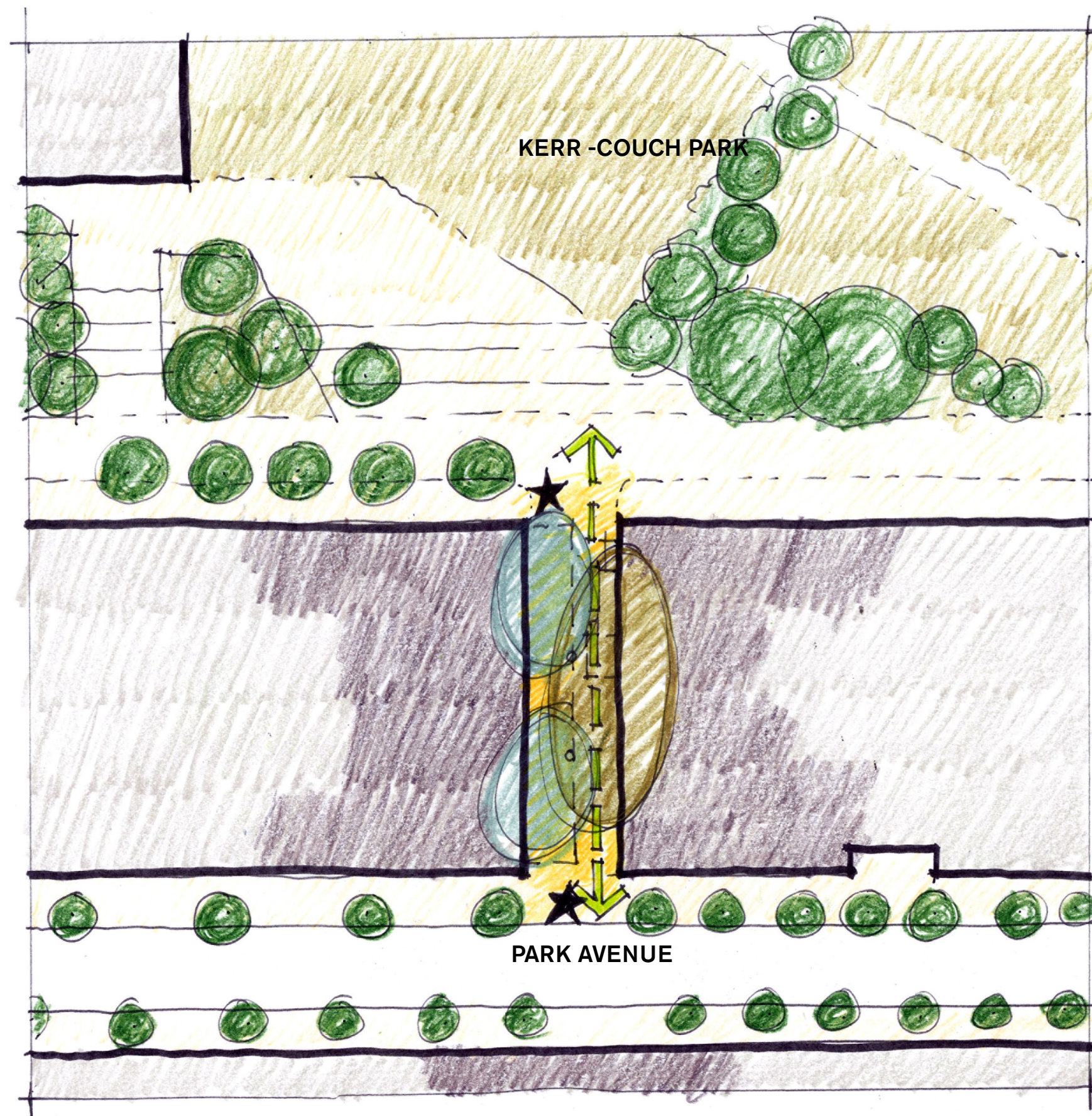
This plaza area can serve as a pedestrian gateway to Park Avenue from nearby major attractions but it can also be developed as a significant civic amenity and destination for seasonal markets and events throughout the year.

Images to the left demonstrate how architectural features can provide a backdrop for market-type gatherings and events. Site elements such as public art installations, water features, tree canopies, lighting, seating and the form of the architectural backdrop itself work in concert to become an engaging place for pedestrians, shoppers and people watching. Comfortable seating arrangements for individuals and groups can encourage use throughout different times of the day.



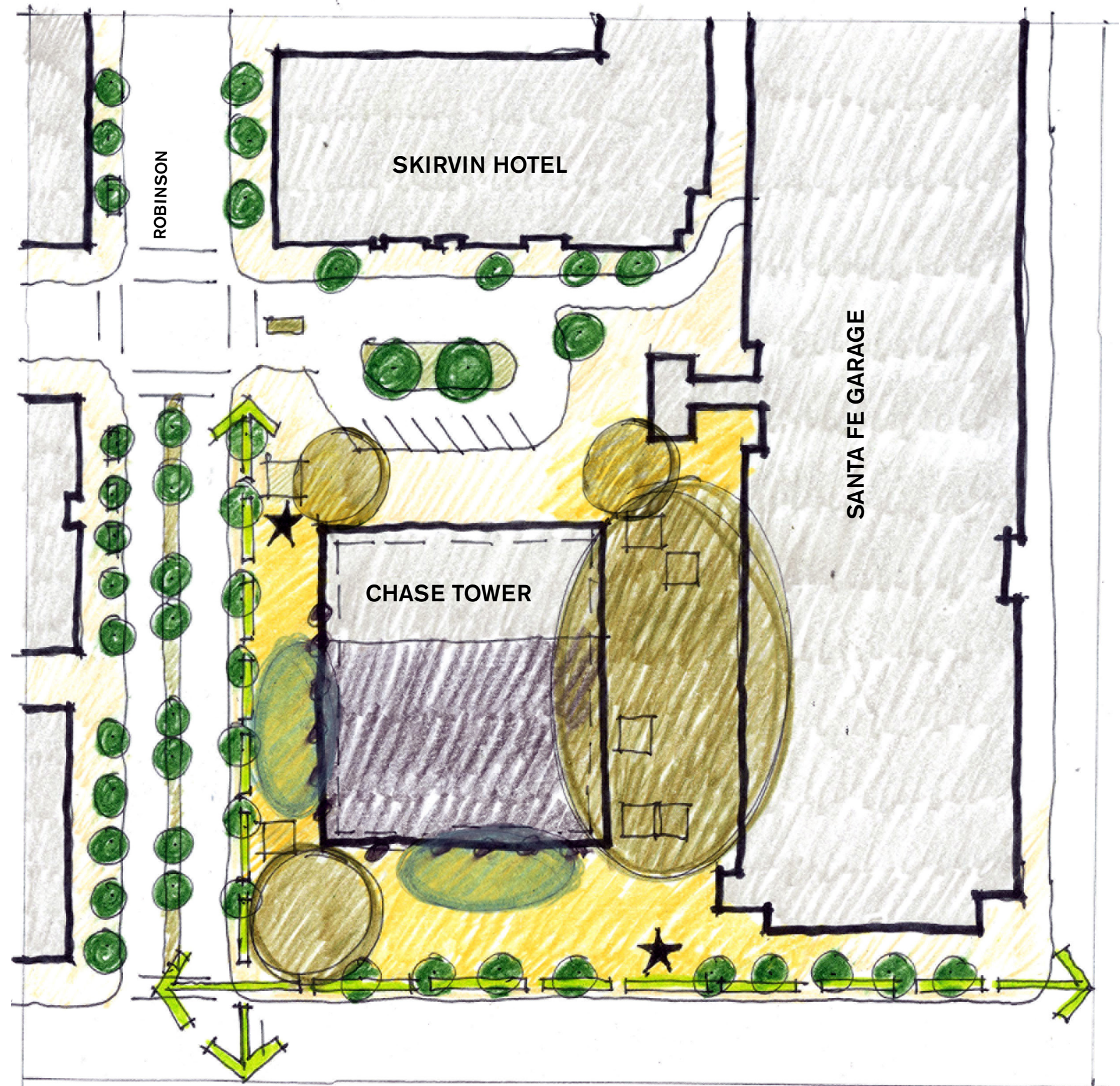
ALLEY TO KERR - COUCH PARK RETAIL RECOMMENDATIONS AND CHARACTER

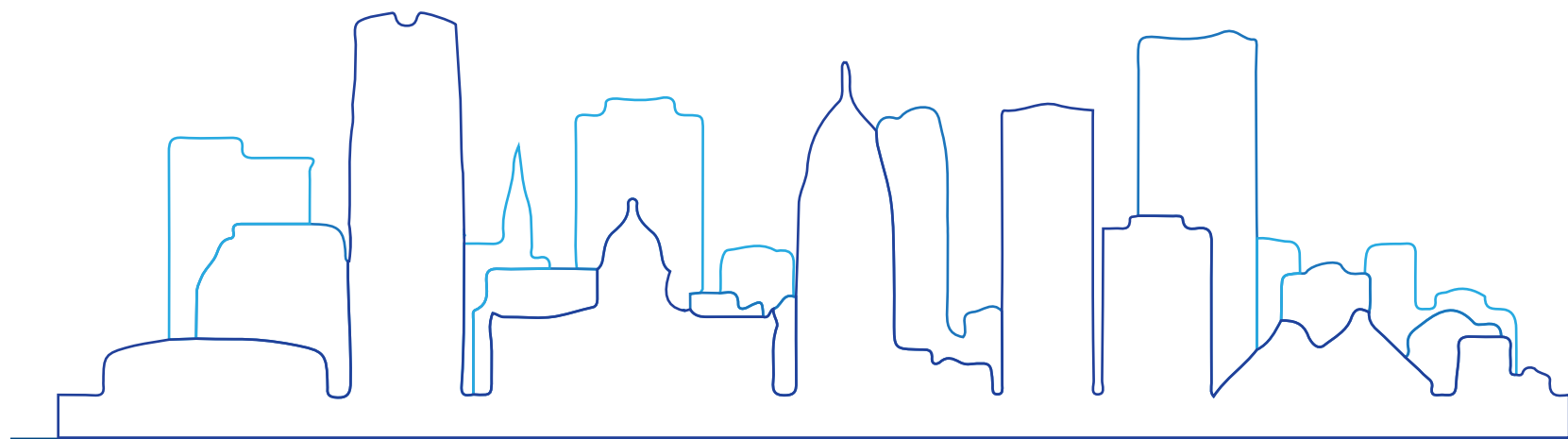
- Planned tavern use adjacent to the alley is appropriate and should have seating options along the length of the alley in order to create a welcoming environment for pedestrians.
- Encourage true retail use (not office) at east side of alley to help create more visual activity.
- Mark each end of the alley with retail wayfinding markers that draw pedestrians to Park Avenue from Kerr-Couch Park. Markers should convey information and encourage pedestrian exploration of retail beyond.
- This alley should be an intimate strolling environment that serves as a transition between downtown retail and Kerr-Couch Park.
- Opportunities for public art exist along the blank wall of the adjacent building to the east.
- Lighting should be bright enough for pedestrian safety but should convey an warm, comfortable atmosphere compatible with the food and beverage establishment.



CHASE / SANTA FE PLAZA

- Encourage development of the Chase Tower lobby to include retail facing the streets and plaza edges to increase pedestrian traffic.
- Encourage true retail uses rather than office uses at the edges of the plaza in order to help create more visual activity.
- Mark plaza entries with retail wayfinding markers that provide information and encourage pedestrian exploration of retail offerings. This area can also serve as Park Avenue gateway with markers used to draw pedestrians from the south (convention traffic) and the east (Bricktown).
- The Chase Plaza should become a significant public space that encourages large scale events such as markets and fairs.
- The size of the plaza provides opportunities for large-scale temporary or permanent public art and seasonal displays.





PRO FORMA SPACES

PRO FORMA SPACES

RECOMMENDATIONS AND CONCEPTS

The following pages describe the recommended scope of work and design concepts for four pro forma spaces in the project area. The designs are meant to show renovations that will have significant impact in the project area by helping create a critical mass of retail, activate public spaces, and serve as highly visible catalysts for other retail development.

These spaces were selected for several reasons: they are key retail locations along Park Avenue, they represent four different architectural conditions and design strategies, and they serve as examples of storefront and signage design that can be studied and applied throughout the project area. Each building along Park Avenue has its own architectural character, and each storefront design takes into account the context of the building.

Downtown Works and Kiku Obata & Company identified four desirable retail locations within the Park Avenue project area to consider for proposed design improvements. These locations were confirmed by the project committee and selected because of their specific location in the project area, current use, potential impact to the overall retail improvement of the street, and potential that this work could be carried out in the near future. All four sites can serve as examples of storefront and signage design that could be applied at locations throughout the project area.

The pro forma design recommendations are based on the broad goals of the retail study, and are specific to each individual space. These recommendations and concepts are meant to guide direction for appropriate design improvements. In all cases the work recommended represents the highest level of investment considered reasonable in order to create a best case design for the pro forma.

The project team was provided with existing floor diagrams by individual building owners for each of these spaces. In addition we have reviewed the exterior conditions for each site. The limited scope of this study does not include field verification, review of existing systems, infrastructure, structural integrity, or utility capacities. While these pro formas can serve as catalysts, moving forward, any proposed designs or scopes of work must include a detailed, professional evaluation of each space.



OKLAHOMA TOWER

EXISTING CONDITIONS

Located on the northwest corner of the Oklahoma Tower at the intersection of Park and Harvey, this retail space adjoins the north end of the pedestrian plaza currently planned for this block. This corner has the potential for great visibility from both Park Avenue and Harvey, which is being enhanced as a major north-south pedestrian route through downtown.

A food and beverage use is recommended for this location because this use will activate the street corner, provide an anchor for the public space and attract customers throughout the day and into the evening.

Because this is a small retail space, the addition of a shade structure is recommended to extend the seating area for the retailer. The design of the structure and the patio seating area should be carefully considered to flow into the adjacent pedestrian plaza and public open space.

While the existing building façade is not easily adaptable to retail storefront configurations, a shade structure can act as the retailer's 'storefront'. It can also provide a useful place for signage with an identifiable design that signals the retail brand. A shade structure will also provide a prominent landmark for both pedestrians and drivers.

This corner location could be a highly successful example of how public space and retail can work in tandem to create a mutually beneficial configuration.





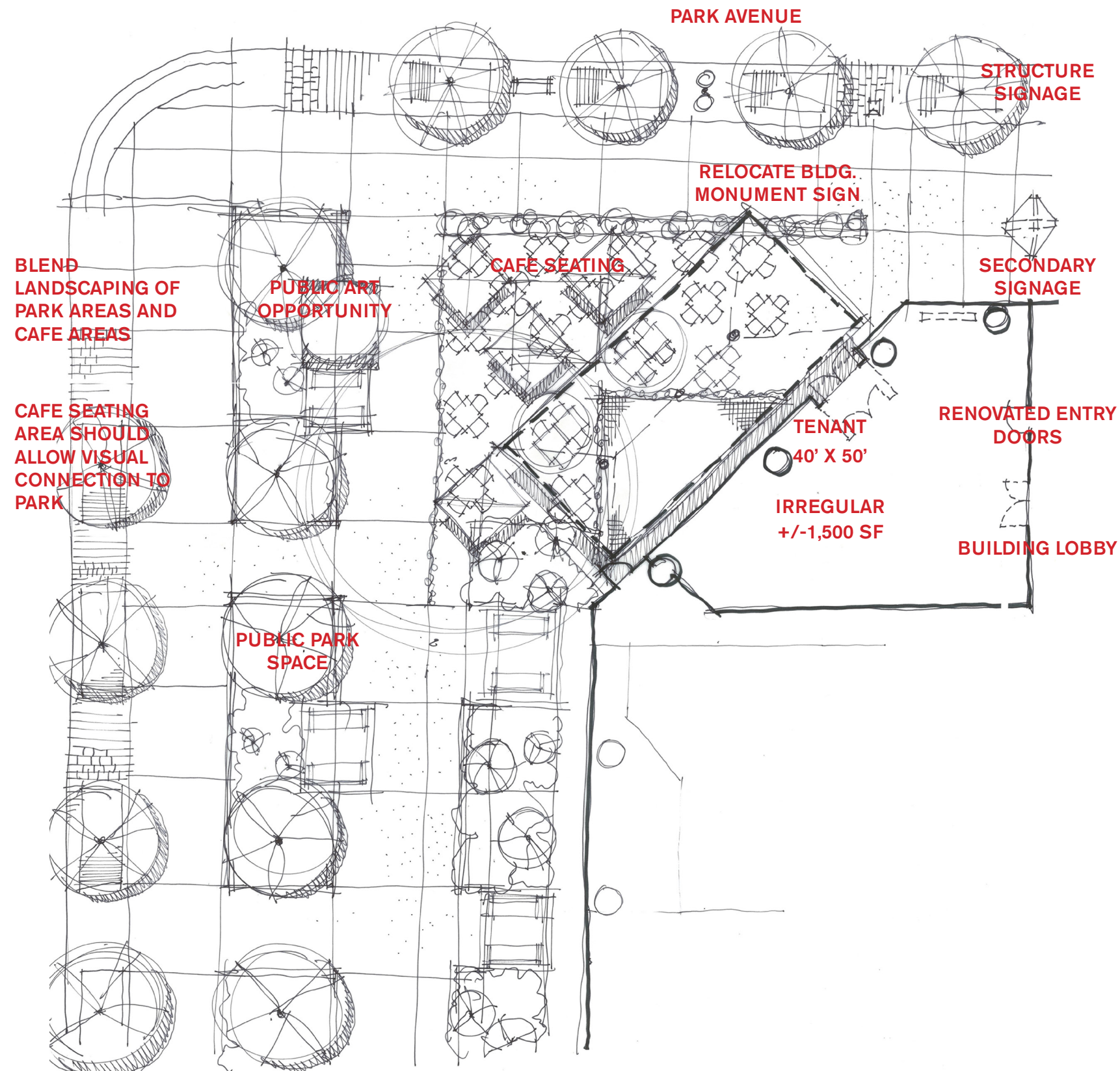
OKLAHOMA TOWER OPPORTUNITIES

The southeast corner of Park Avenue and Harvey presents two significant opportunities to create strong place making elements and to activate the street in ways that will benefit both the private and the public realms:

- Creation of a pedestrian-oriented retail space in the Oklahoma Tower Building on a prominent corner that already enjoys heavy foot traffic.
- Extension of a public pedestrian plaza which is planned as part of the Project 180 Streetscape Enhancement project.

Implementing both the private and public improvements will allow development of a strong visual landmark, an active retail use and meaningful public space.

- A café and outdoor shade structure would anchor the public space and provide a visible opportunity for signage and retail identity.
- The shade structure would extend seasonal availability and use and activates the public space throughout much of the year.
- Patio seating areas should flow into public space. An enclosure may be necessary for retail seating if alcohol is served, but this could become a feature of the overall design so that the entire area is inviting and visually cohesive.
- This improvement would create a landmark destination along the Harvey Street pedestrian corridor and for a key corner of the Park Avenue District.



OKLAHOMA TOWER RECOMMENDATIONS

- Build a shade structure that enhances the smaller retail space, provides more seating, and creates a visual anchor for the public space.
- Utilize the shade structure to create a gracious retail entry to the space.
- Modify the interior retail storefront in the building lobby to gain required wall space for a food use (back-of-house, kitchen, etc.) Retail from the building lobby should be a secondary concern.
- Review existing utility vault shafts for any requirements or conflicts with the retail area and shade structure.
- Evaluate requirements to convert dry space to a food and beverage retailer. The amount of work required to convert to retail may vary depending on landlord scope of work and/or tenant allowance.

OKLAHOMA TOWER INCOME PRO FORMA

The pro forma rents, tenant allowance, construction costs, and tenant furnishings, fixtures, and equipment (FF&E) are shown based on the assumptions noted.

Rents are based on market expectations assuming the improved condition of the space that is described as the landlord's work in the pro forma descriptions.

Tenant Allowance (TA) projections are based on a range of industry standards. Projected rents indicate a reasonable return of TA through rent of between 6 months and 2 years.

Construction and FF&E costs are conceptual, based on industry and regional averages, and applied on a square foot basis. These concept cost numbers should be considered guidelines for defining these projects and not actual construction budgets. Projected rents combined with these concept numbers indicate a reasonable rate of return on a standard commercial lease of 10 years.

NOTE: These projections and costs are conceptual in nature. Whether the return on investment for these projections is appropriate or acceptable will depend on the financial resources and needs of each landlord. Outside incentives, such as grants or loans, could improve these projections.

Space:	OK Tower / Floral & Hardy				
Use:	cafe/restaurant				
Size:	1500				
Annual Rent PSF	LOW	MID	HIGH		ASSUMPTIONS
	\$28	\$32	\$36		All rents are gross (LL's contacted are not charging separately for triple nets)
Yrs. 1&2	\$42,000	\$48,000	\$54,000		Mid-level restaurant rent based on 8% total occupancy cost of forecasted sales
Yrs. 3&4	\$42,840	\$48,960	\$55,080		Mid-level general merchandise rent based on 10% total occupancy cost of forecasted sales
Yrs. 5&6	\$43,697	\$49,939	\$56,182		Mid-level TA based on LL contribution of 50% of tenant's construction and FF&E costs
Yrs. 7&8	\$44,571	\$50,938	\$57,305		Lease term of 10 years (or 7 at minimum)
Yrs. 9&10	\$45,462	\$51,957	\$58,451		Increase rent every 2 years by 2%
TA PSF	LOW	MID	HIGH		
	\$55	\$65	\$75		
	\$82,500	\$97,500	\$112,500		
Conceptual Construction Costs	\$/SF	Total			The projected landlord and tenant construction costs are based on the cost concept sources listed in the Appendix. These should be considered conceptual budgets - existing conditions, available utilities, structural and other relevant factors existing in the field have <u>not</u> been surveyed. These costs are based on historical data as noted.
Landlord Construction Costs	\$90	\$134,500			See Appendix for assumed construction elements
Tenant Construction Costs - Kitchen	\$225	\$112,500			See Appendix for kitchen/bar assumptions - 500 SF used for assumption
Tenant Construction Costs - Interior	\$49	\$49,000			See Appendix for assumed construction elements - 1,000 SF used for assumption
Tenant FF&E		\$35,000			
Total Tenant Costs		\$196,500			
Total Construction Costs		\$331,000			Includes FF&E

LEADERSHIP SQUARE

EXISTING CONDITIONS

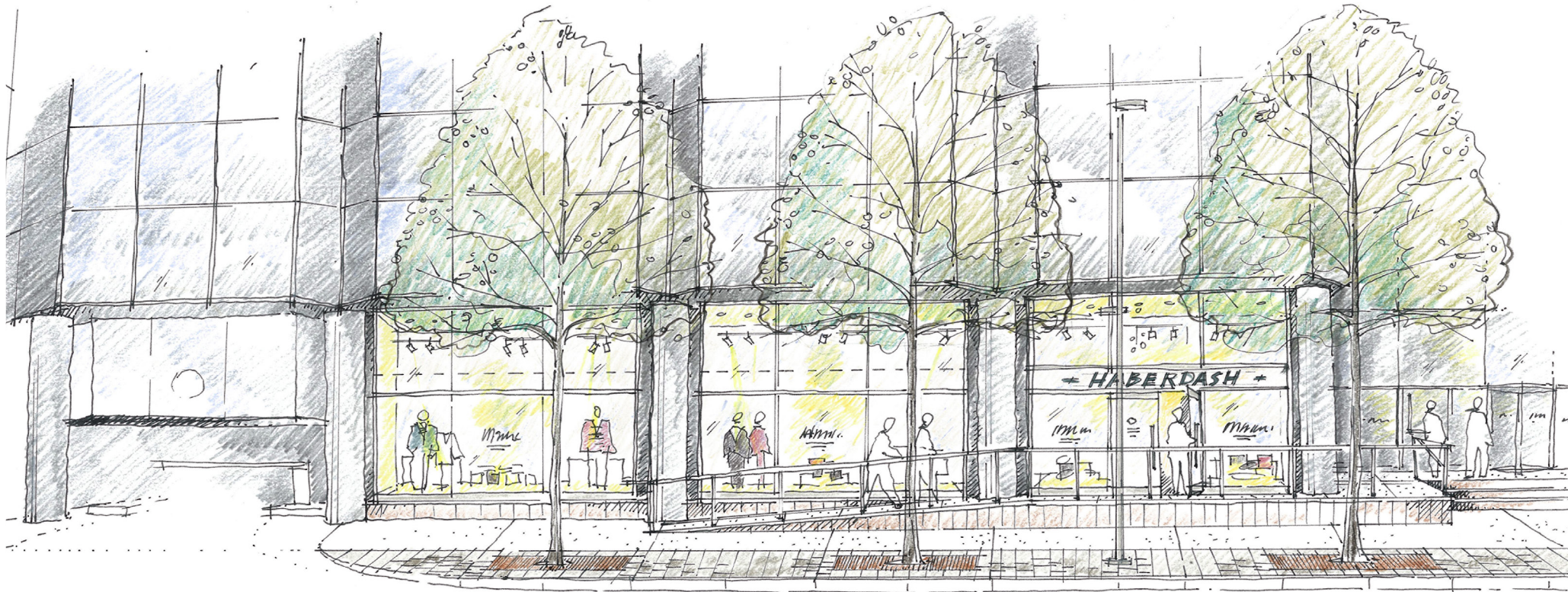
Leadership Square has a central location and great frontage along Park Avenue but there is no entry door to the street for the retail unit. The glass storefront is also very reflective so there is no differentiation between retail storefront and building façade and the front building line is setback from the sidewalk. These factors constrain storefront visibility and the mirrored glass is in effect a blank wall.

The storefront's floor elevation sits above the sidewalk elevation which limits access as well as visibility. The storefront is made further invisible by the fact that the building façade is recessed behind the structural support columns. The retail signage blocks views inside the storefront so potential customers cannot easily view merchandise or activity inside the store.

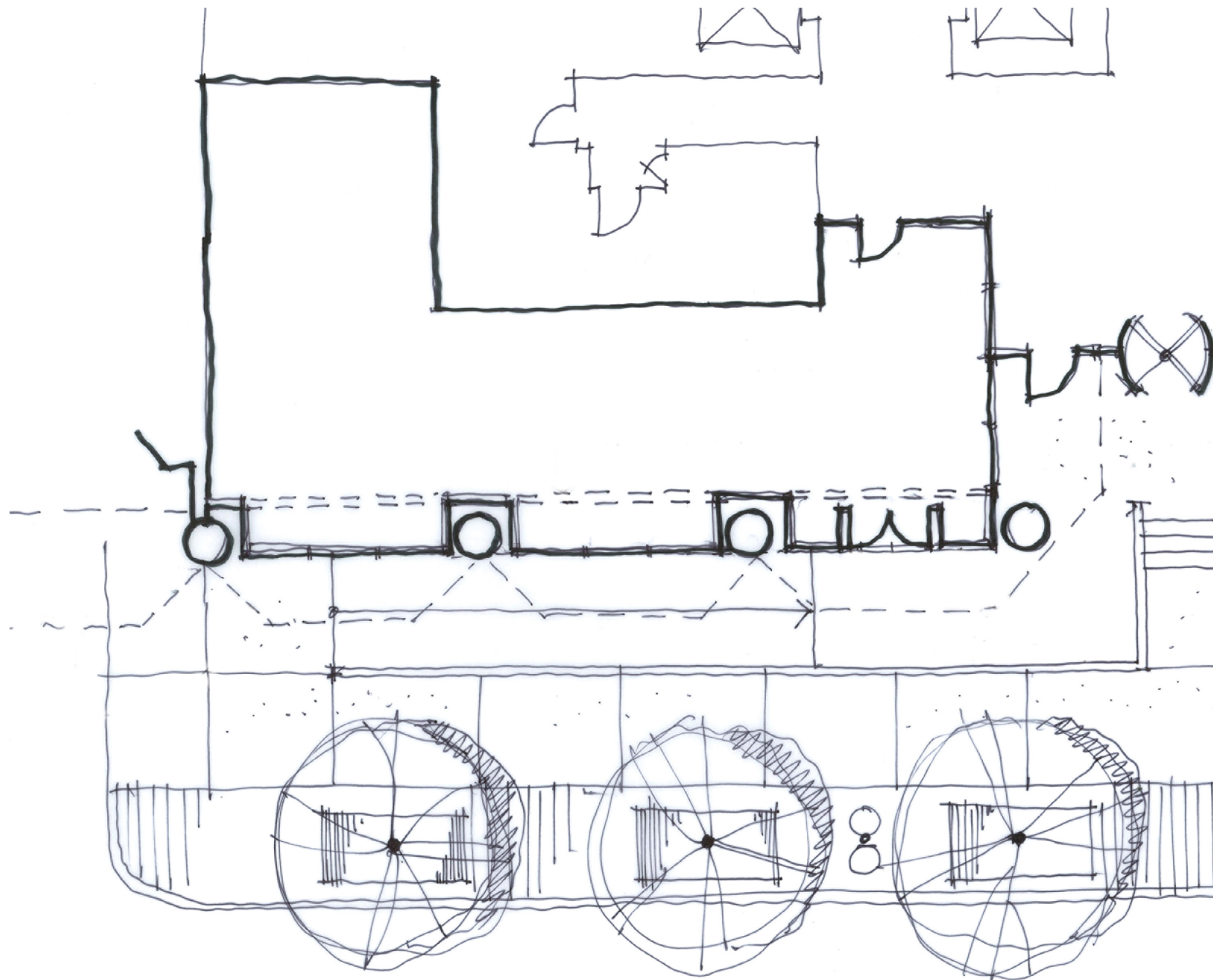
This location could be a successful example of how to retrofit a vibrant retail storefront that engages the street and sidewalk into an undifferentiated office building façade.



LEADERSHIP SQUARE OPPORTUNITIES



- Enhance storefront visibility by pushing the building facade out to the sidewalk and by adding a direct storefront entry from the street.
- Increase retail location's economic viability by adding square footage to the leasable space.
- Extend potential retail hours of operation by allowing independent storefront entry that is not tied to the building lobby.
- Add vitality to the building's street frontage by increasing pedestrian activity along the street.
- Replace mirrored or tinted glass with transparent glass and create a logical place for retail signage that does not obscure the view of merchandise or activity inside the store.



LEADERSHIP SQUARE RECOMMENDATIONS

- Extend storefront building line to create better street presence for the retail use. It may be feasible to utilize the existing stepped curb between the columns to support the extended storefront.
- Create entry doors and entry vestibule at sidewalk using new streetscape ramp to access floor level of the store.
- Create an opportunity for street-facing signage above the storefront entry doors.
- Provide more transparent glass for better storefront visibility.
- Maintaining the same retail type use should not pose significant utility or infrastructure issues since the remainder of the tenant space is built out for dry retail use. However the amount of work required to convert to retail will vary depending on landlord scope of work and/or tenant allowance.
- Consider replacing existing pear trees with a species with more transparent canopy for better storefront visibility.

LEADERSHIP SQUARE INCOME PRO FORMA

The pro forma rents, tenant allowance, construction costs, and tenant furnishings, fixtures, and equipment (FF&E) are shown based on the assumptions noted.

Rents are based on market expectations assuming the improved condition of the space that is described as the landlord's work in the pro forma descriptions.

Tenant Allowance (TA) projections are based on a range of industry standards. Projected rents indicate a reasonable return of TA through rent of between 6 months and 2 years.

Construction and FF&E costs are conceptual, based on industry and regional averages, and applied on a square foot basis. These concept cost numbers should be considered guidelines for defining these projects and not actual construction budgets. Projected rents combined with these concept numbers indicate a reasonable rate of return on a standard commercial lease of 10 years.

NOTE: These projections and costs are conceptual in nature. Whether the return on investment for these projections is appropriate or acceptable will depend on the financial resources and needs of each landlord. Outside incentives, such as grants or loans, may improve these projections.

Space:	Leadership Square / Thundershop				
Use:	dry retail				
Size:	1300				
Annual Rent PSF	LOW	MID	HIGH		ASSUMPTIONS
	\$26	\$30	\$34		All rents are gross (LL's contacted are not charging separately for triple nets)
Yrs. 1&2	\$33,800	\$39,000	\$44,200		Mid-level restaurant rent based on 8% total occupancy cost of forecasted sales
Yrs. 3&4	\$34,476	\$39,780	\$45,084		Mid-level general merchandise rent based on 10% total occupancy cost of forecasted sales
Yrs. 5&6	\$35,166	\$40,576	\$45,986		Mid-level TA based on LL contribution of 50% of tenant's construction and FF&E costs
Yrs. 7&8	\$35,869	\$41,387	\$46,905		Lease term of 10 years (or 7 at minimum)
Yrs. 9&10	\$36,586	\$42,215	\$47,844		Increase rent every 2 years by 2%
TA PSF	LOW	MID	HIGH		
	\$14	\$18	\$22		
	\$18,200	\$23,400	\$28,600		
Conceptual Construction Costs	\$/SF	Total			The projected landlord and tenant construction costs are based on the cost concept sources listed in the Appendix. These should be considered conceptual budgets - existing conditions, available utilities, structural and other relevant factors existing in the field have <u>not</u> been surveyed. These costs are based on historical data as noted.
Landlord Construction Costs	\$114	\$147,100			See Appendix for assumed construction elements
Tenant Construction Costs - Interior	\$20	\$26,000			See Appendix for assumed construction elements
Tenant FF&E		\$15,000			
Total Tenant Costs		\$41,000			
Total Construction Costs		\$188,100			Includes FF&E

ROBINSON RENAISSANCE

EXISTING CONDITIONS

The Robinson Renaissance building has a very distinctive architectural character. The structure and spacing of the building's streetfront bays are perfect for retail. Unfortunately there are very few retailer doors onto the street and the storefront bays have been infilled in the transom area. Some of the transom areas also include unsightly exhaust vents. Transom windows should be included in the retail storefront to provide an area for retailer identity and signage.

The character, scale, and proportion of the building can be better utilized to create more attractive retail storefronts with street-facing entrances. Improvements to the storefront bays will not only create better retail visibility and identity but will enhance the overall streetfront presence of the building.

This location could become a successful example of how to renovate existing retail storefronts with sensitivity to the historic character and details of the building.

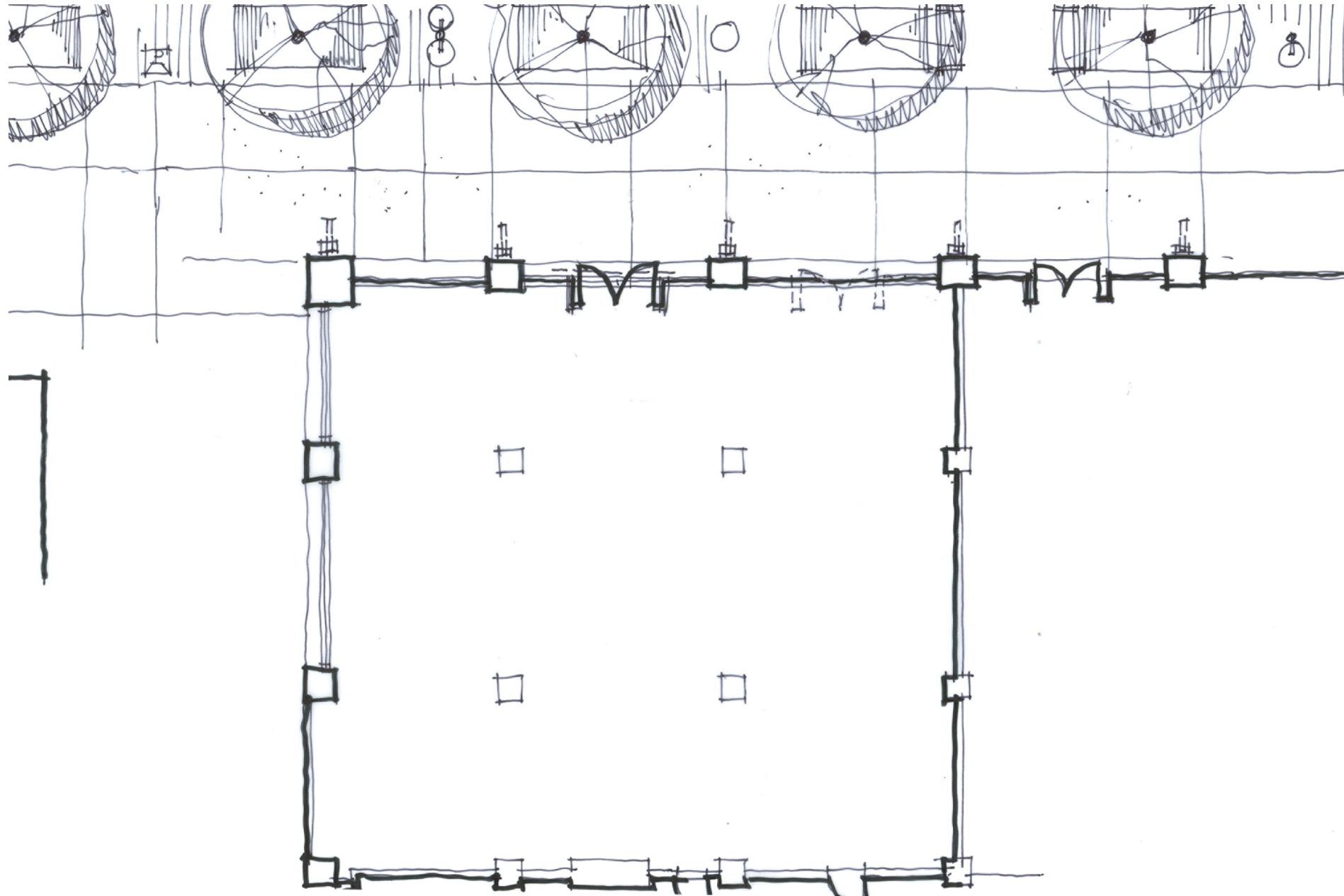




ROBINSON RENAISSANCE OPPORTUNITIES

- Robinson Renaissance Building has distinctive historic character and architectural details that can be enhanced to provide a more attractive setting for retail.
- Opportunity to restore historic character to retail storefronts by reintroducing transom windows for visibility and signage. This will rebalance the storefront proportions which were disturbed when the transoms were infilled.
- Create storefront entry doors onto the sidewalk.
- Create perpendicular (blade) signage that is visible from down the sidewalk.
- Continue the successful visual merchandising of the existing retailer with attractive storefront window displays that change frequently.

ROBINSON RENAISSANCE RECOMMENDATIONS



- Restore storefront bays to more appropriate design that works with the building's original scale, proportion, and detailing.
- Build new entry doors--an interior vestibule may also be appropriate--directly to the sidewalk, using doors that recess into the storefront to avoid conflict with sidewalk traffic.
- Install perpendicular or blade signage that is visible from down the sidewalk, possibly incorporating building accent lighting with the signage.
- Renovate interior lobby entrance as secondary or service entrance only. Give street-facing retail windows and shop functions the greatest visual emphasis.
- Assess electrical, HVAC capacity, and accessible rest room needs for dry retail use. The amount of work required will vary depending on landlord scope of work and/or tenant allowance.

ROBINSON RENAISSANCE
INCOME PRO FORMA

The pro forma rents, tenant allowance, construction costs, and tenant furnishings, fixtures, and equipment (FF&E) are shown based on the assumptions noted.

Rents are based on market expectations assuming the improved condition of the space that is described as the landlord's work in the pro forma descriptions.

Tenant Allowance (TA) projections are based on a range of industry standards. Projected rents indicate a reasonable return of TA through rent of between 6 months and 2 years.

Construction and FF&E costs are conceptual, based on industry and regional averages, and applied on a square foot basis. These concept cost numbers should be considered guidelines for defining these projects and not actual construction budgets. Projected rents combined with these concept numbers indicate a reasonable rate of return on a standard commercial lease of 10 years.

NOTE: These projections and costs are conceptual in nature. Whether the return on investment for these projections is appropriate or sufficient will depend on the financial resources and needs of each individual landlord. Outside incentives, such as grants or loans, may improve these projections.

Space:	Renaissance / MidFirst Bank				
Use:	dry retail				
Size:	2400				
Annual Rent PSF	LOW	MID	HIGH		ASSUMPTIONS
	\$21	\$25	\$29		All rents are gross (LL's contacted are not charging separately for triple nets)
Yrs. 1&2	\$50,400	\$60,000	\$69,600		Mid-level restaurant rent based on 8% total occupancy cost of forecasted sales
Yrs. 3&4	\$51,408	\$61,200	\$70,992		Mid-level general merchandise rent based on 10% total occupancy cost of forecasted sales
Yrs. 5&6	\$52,436	\$62,424	\$72,412		Mid-level TA based on LL contribution of 50% of tenant's construction and FF&E costs
Yrs. 7&8	\$53,485	\$63,672	\$73,860		Lease term of 10 years (or 7 at minimum)
Yrs. 9&10	\$54,555	\$64,946	\$75,337		Increase rent every 2 years by 2%
TA PSF	LOW	MID	HIGH		
	\$10	\$14	\$18		
	\$24,000	\$33,600	\$43,200		
Conceptual Construction Costs	\$/SF	Total			The projected landlord and tenant construction costs are based on the cost concept sources listed in the Appendix. These should be considered conceptual budgets - existing conditions, available utilities, structural and other relevant factors existing in the field have <u>not</u> been surveyed. These costs are based on historical data as noted.
Landlord Construction Costs	\$63	\$151,950			See Appendix for assumed construction elements
Tenant Construction Costs - Interior	\$20	\$48,000			See Appendix for assumed construction elements
Tenant FF&E		\$20,000			
Total Tenant Costs		\$68,000			
Total Construction Costs		\$219,950			Includes FF&E

117 PARK AVENUE

EXISTING CONDITIONS

This building has clean modern lines, but the sidewalk level storefront is indistinguishable from the building entrance and does not address the street. The street-level materials are unrelated to the rest of the building and there is no separate tenant entry from the street. Office-type windows with blinds create a closed-off look that does not engage pedestrians. The building identification signage is given the same treatment and visual weight as the ground floor tenant, so there is no differentiation between tenant or retail and building lobby.

This storefront could be an example of an how to create a retail storefront and building entrance that are visually distinct but appropriate to the architectural features of the building.

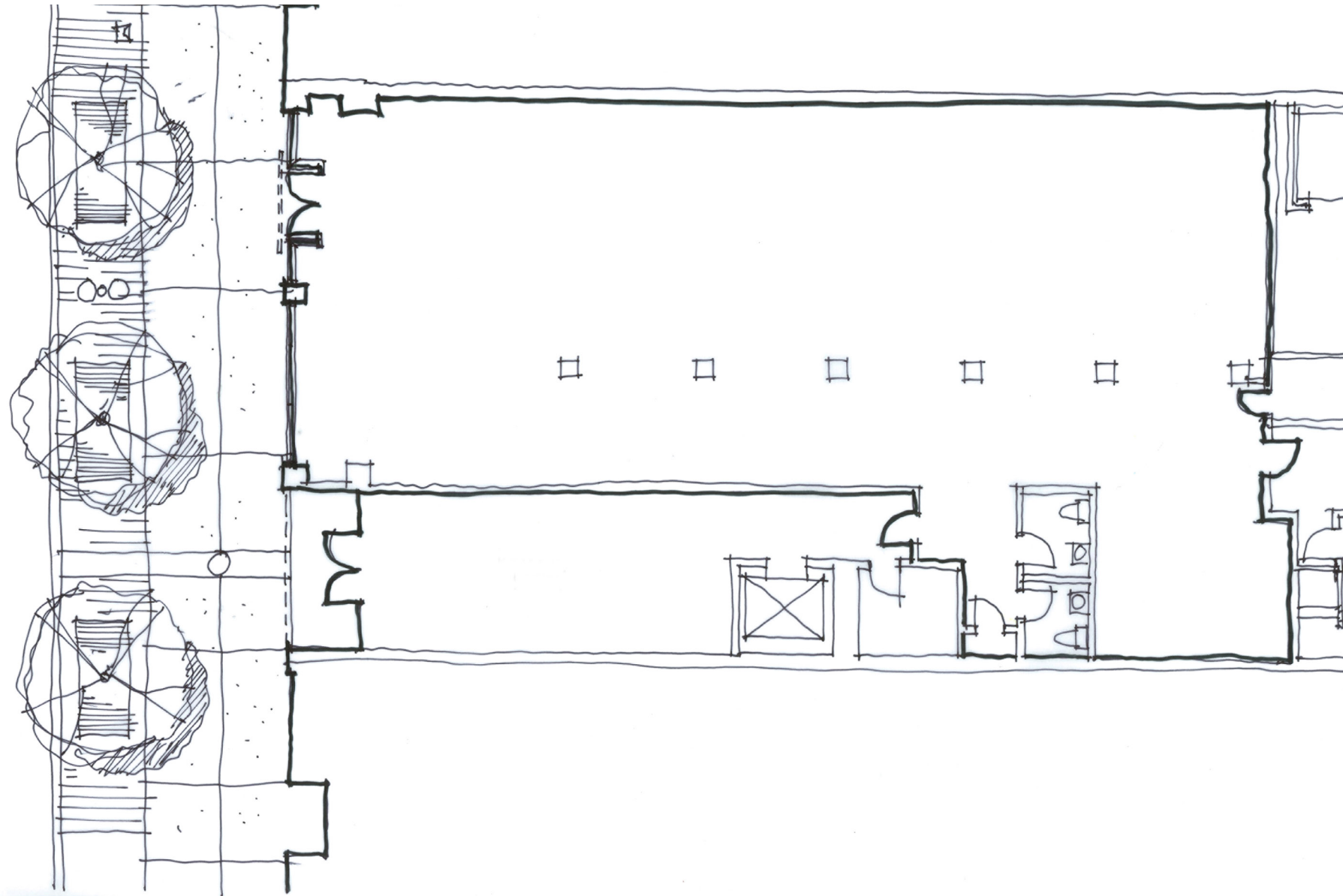




117 PARK AVENUE OPPORTUNITIES

- Create a front building façade that differentiates between lobby and retail space.
- Create a storefront entryway onto the sidewalk.
- Make the retail storefront as wide as possible to maximize its visual weight along the building frontage.
- Maintain the recessed entry for the building lobby.
- Treat retail and building entry signage differently. Retail signage should be visually compelling and have the greater visual weight.
- Make building identification and street address signage secondary.
- Align proportions of new storefront elements and building materials to the overall proportions and construction of the building façade.

117 PARK AVENUE RECOMMENDATIONS



- Renovate storefront bay to be as wide as possible, removing curved area in order to emphasize separation of retail entrance from building lobby.
- Build new entry doors to the sidewalk using doors that recess into storefront to avoid conflict with sidewalk traffic. An entrance vestibule may be appropriate as well.
- Assess electrical, HVAC capacity, and accessible rest room needs for dry retail use. The amount of work required will vary depending on landlord scope of work and/or tenant allowance.

117 PARK AVENUE INCOME PRO FORMA

The pro forma rents, tenant allowance, construction costs, and tenant furnishings, fixtures, and equipment (FF&E) are shown based on the assumptions noted.

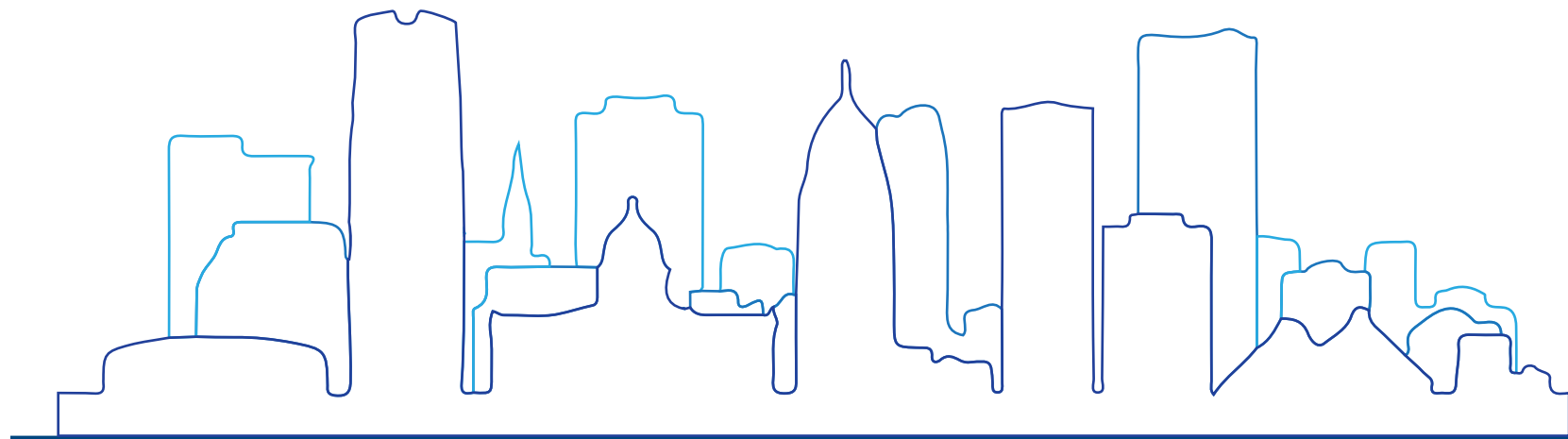
Rents are based on market expectations assuming the improved condition of the space that is described as the landlord's work in the pro forma descriptions.

Tenant Allowance (TA) projections are based on a range of industry standards. Projected rents indicate a reasonable return of TA through rent of between 6 months and 2 years.

Construction and FF&E costs are conceptual, based on industry and regional averages, and applied on a square foot basis. These concept cost numbers should be considered guidelines for defining these projects and not actual construction budgets. Projected rents combined with these concept numbers indicate a reasonable rate of return on a standard commercial lease of 10 years.

NOTE: These projections and costs are conceptual in nature. Whether the return on investment for these projections is appropriate or acceptable will depend on the financial resources and needs of each landlord. Outside incentives, such as grants or loans, may improve these projections.

Space:	117 Park / City Reporters				
Use:	dry retail				
Size:	3800				
Annual Rent PSF	LOW	MID	HIGH		ASSUMPTIONS
	\$21	\$25	\$29		All rents are gross (LL's contacted are not charging separately for triple nets)
Yrs. 1&2	\$79,800	\$95,000	\$110,200		Mid-level restaurant rent based on 8% total occupancy cost of forecasted sales
Yrs. 3&4	\$81,396	\$96,900	\$112,404		Mid-level general merchandise rent based on 10% total occupancy cost of forecasted sales
Yrs. 5&6	\$83,024	\$98,838	\$114,652		Mid-level TA based on LL contribution of 50% of tenant's construction and FF&E costs
Yrs. 7&8	\$84,684	\$100,815	\$116,945		Lease term of 10 years (or 7 at minimum)
Yrs. 9&10	\$86,378	\$102,831	\$119,284		Increase rent every 2 years by 2%
TA PSF	LOW	MID	HIGH		
	\$10	\$12	\$14		
	\$38,000	\$45,600	\$53,200		
Conceptual Construction Costs	\$/SF	Total			The projected landlord and tenant construction costs are based on the cost concept sources listed in the Appendix. These should be considered conceptual budgets - existing conditions, available utilities, structural and other relevant factors existing in the field have not been surveyed. These costs are based on historical data as noted.
Landlord Construction Costs	\$45	\$169,100			See Appendix for assumed construction elements
Tenant Construction Costs - Interior	\$17	\$64,600			See Appendix for assumed construction elements
Tenant FF&E		\$30,000			
Total Tenant Costs		\$94,600			
Total Construction Costs		\$263,700			Includes FF&E



RECOMMENDATIONS

RECOMMENDATION ONE

RETAIL COORDINATION

Downtown Oklahoma City has the best chance of reaching its highest potential as a shopping/dining destination if targeted retail coordination is being done to identify, target and manage local businesses looking for opportunities to locate, expand or generally be successful in the Downtown area. Ideally, these businesses would fit with the community's vision and with an intentional merchandising plan. This coordination would identify and develop relationships with retail operators--preferably not first-timers--but rather successful entrepreneurs who have proven themselves adept at creating a compelling shop or restaurant concept that appeals to the target market groups described earlier in this study.

The principal tasks involved in such coordination would include:

- Develop and nurture relationships with potential retail operators;
- Develop and nurture relationships with existing operators;
- Perform matchmaking by bringing viable prospects to landlords and/or their real estate representatives;
- Monitor key downtown vacancies, short- and long-term leases, and lease expirations;
- Advise property owners on the recapture of ground level retail space;
- Enter prospect and property data into a database such as Sales Force for his/her use and to build institutional memory;
- Coordinate with relevant City agencies to facilitate the opening of shops and restaurants and to devise short-term and long-term strategies for individual properties.

Initially, it is advantageous if the City and its partners organize quickly around its existing resources. This would involve the resources at the Chamber, as well as a “strategy” group inclusive of all key downtown stakeholders.

As the downtown retail market continues to grow and demand additional resources, it may be helpful to expand capacity in order to focus more on downtown retail. This may include a dedicated Retail Coordinator position, such as is used in other Downtowns across the country. Any such position would ideally be a salaried employee (as opposed to commission based) of a Business Improvement District, the Chamber of Commerce, Downtown OKC, Inc. or another ad hoc group of downtown stakeholders to whom the Coordinator would report. It is important to note that such a coordinator would not seek to take the place of a retail broker working to secure commission on a lease opportunity.

RECOMMENDATION TWO

DEVELOPMENT AND SIGNAGE GUIDELINES

Creation of a successful and enduring retail district such as Park Avenue will require the establishment of Design Guidelines and a consistent design review process. Design guidelines regulating structures and signage will establish high expectations for the district's character and will ensure that new development is appropriate for the area and “plays well” with adjacent properties. Design guidelines also offer a degree of certainty to property and business owners that their investments in high quality infill development, storefront revitalization or new signage will not be undermined by surrounding properties.

DESIGN GUIDELINE CONTENT

Working with downtown partner agencies, property owners and downtown stakeholders should create a set of design guidelines for Park Avenue that are clear and concise but allow some flexibility and inspire creativity. In general, Park Avenue design guidelines would be intended to accomplish the following:

- Help establish future development patterns and guide current landlords to lease to appropriate tenants.
- Define appropriate uses for street-level tenant spaces.
- Design infill development and revitalization projects that work well with the district's existing character, scale and form.
- Create retail frontage requirements for parking garages and building façades.
- Bolster investor confidence in the future of the Park Avenue district as a successful retail environment.

Reference the Design and Recommendations section of this study for specific descriptions of appropriate uses and patterns.

RECOMMENDATION THREE

DEVELOPMENT INCENTIVES

Even modest financial incentives can prove to be a powerful catalyst for change in a district such as Park Avenue or other places in downtown Oklahoma City. Property owners and tenants will likely respond well to incentives that help implement change that is readily apparent. In addition, property owners are more likely to be accepting of design guidelines if they feel there is the possibility of a quid pro quo.

The primary purpose for creating and funding an incentive program is to attract high quality tenants and promote good retail design, all of which creates return on investment.

When offering publicly funded incentive programs, it is critical to incent the right activities in locations that achieve the most “bang for the buck.” This means targeting a small program area where changes can be concentrated and become quickly visible to all—i.e. the whole being greater than the sum of its parts. In addition, incentive criteria must be consistent with the design guidelines and overall goals for the future of the Park Avenue Retail District.

Along with publicly-funded incentive programs, effective incentives on a case-by-case basis can come from landlords and property owners who are willing to undertake interior renovations, or offer low initial rental rates, and/or tenant allowances in order to attract and retain highly desirable retail tenants. These agreements are worked out by the affected parties without public oversight beyond adherence to relevant building codes and design guidelines.

Example criteria for these types of incentive programs are shown at right. The Appendix includes several examples of Best Practices that demonstrate results from design guidelines used in several communities across the country.

EXAMPLES OF DOWNTOWN INCENTIVE PROGRAMS

FORGIVABLE FACADE REHAB LOAN PROGRAM:

- Downtown building facade rehab; could apply to primary or secondary frontages
- Make loan amounts large enough for impact (\$20K- \$100K)
- Set strict lending criteria with a time limit
- Limit program to small, geographically specific focus area--e.g. primary or secondary frontages in Park Avenue district
- Require recipients to remain in business for five years or repay full amount
- Forgive 20% of loan each year
- Recommend initial funding pot of \$300K-\$500K

GRANT PROGRAM:

- Set strict granting criteria
- Restrict program to small, geographically targeted area--e.g. Park Avenue district.
- Make grants large enough for high impact (\$25k to \$40k+)
- Include a matching component. Property owners or tenants must have “skin in the game.”
- Model program on successful Philadelphia, PA model administered through Center City District

SIGNAGE ENHANCEMENT GRANT PROGRAM:

- Restricts grants to targeted area
- Require a matching component
- Encourages replacement of inappropriate and outdated signage
- Encourages use of creative signage designs which is consistent with design guidelines and helps emphasize Park Avenue's emerging design character

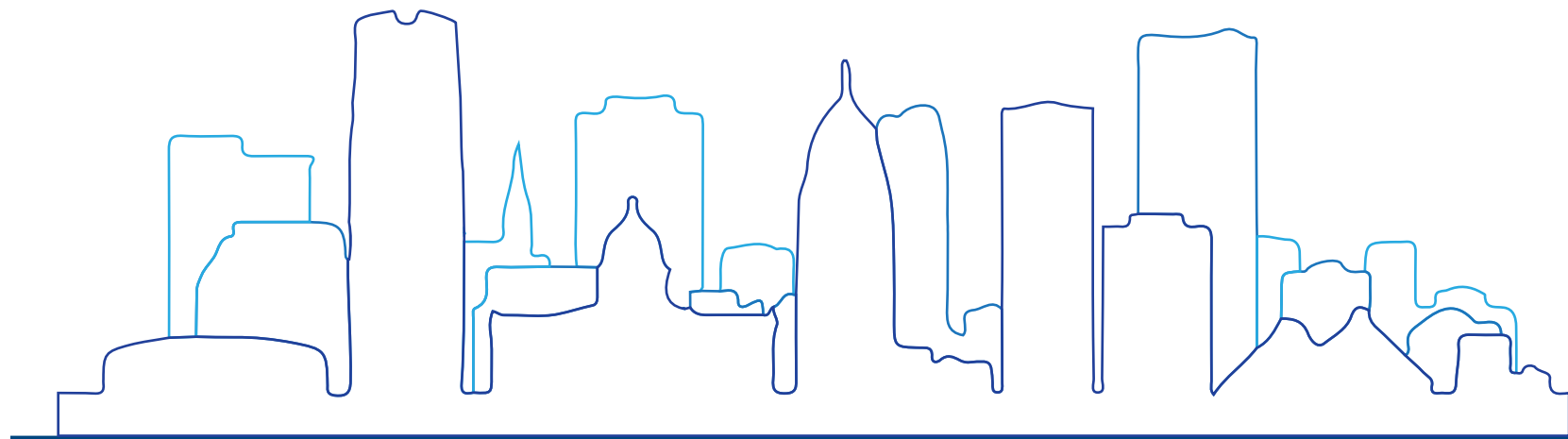
RECOMMENDATION FOUR

DEVELOP RETAIL PRO FORMA LOCATIONS

The four pro forma spaces depicted in this study are in high visibility locations in the Park Avenue district. Occupied by quality retail operators with rehabilitation projects that follow the basic design principles outlined in this study, these locations have a high probability of success and will serve as beacons to patrons and examples to future retailers, other landlords and decision makers. Use development incentives described in Recommendation Three to help induce owners of these four key properties to reinvest in their storefronts. Use the pro forma design concepts as a pattern book for detailed designs.

Some of these locations may currently be constrained by long-term leases. It is important that the Retail Coordinator described in Recommendation 1 work with landlords as soon as possible to prevent other key spaces along Park Avenue from being locked into uses that do not contribute positively to the creation of a retail environment.

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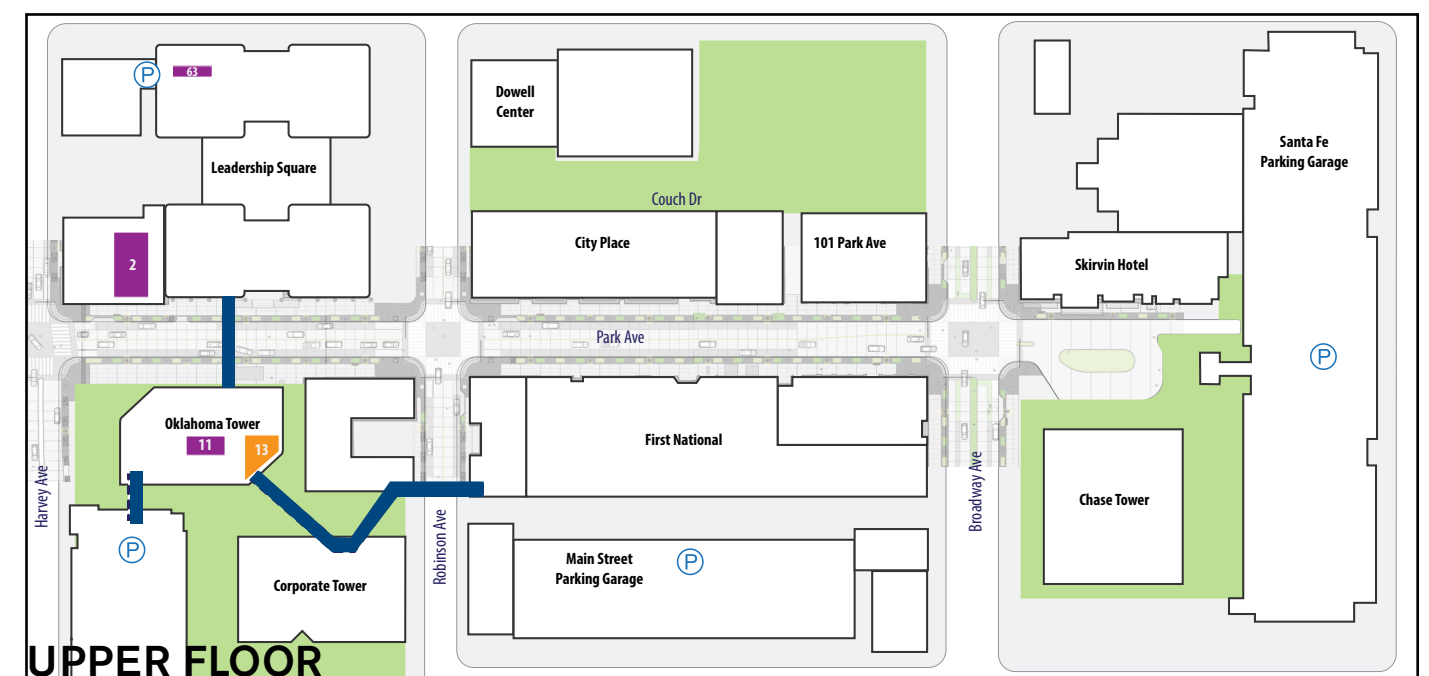
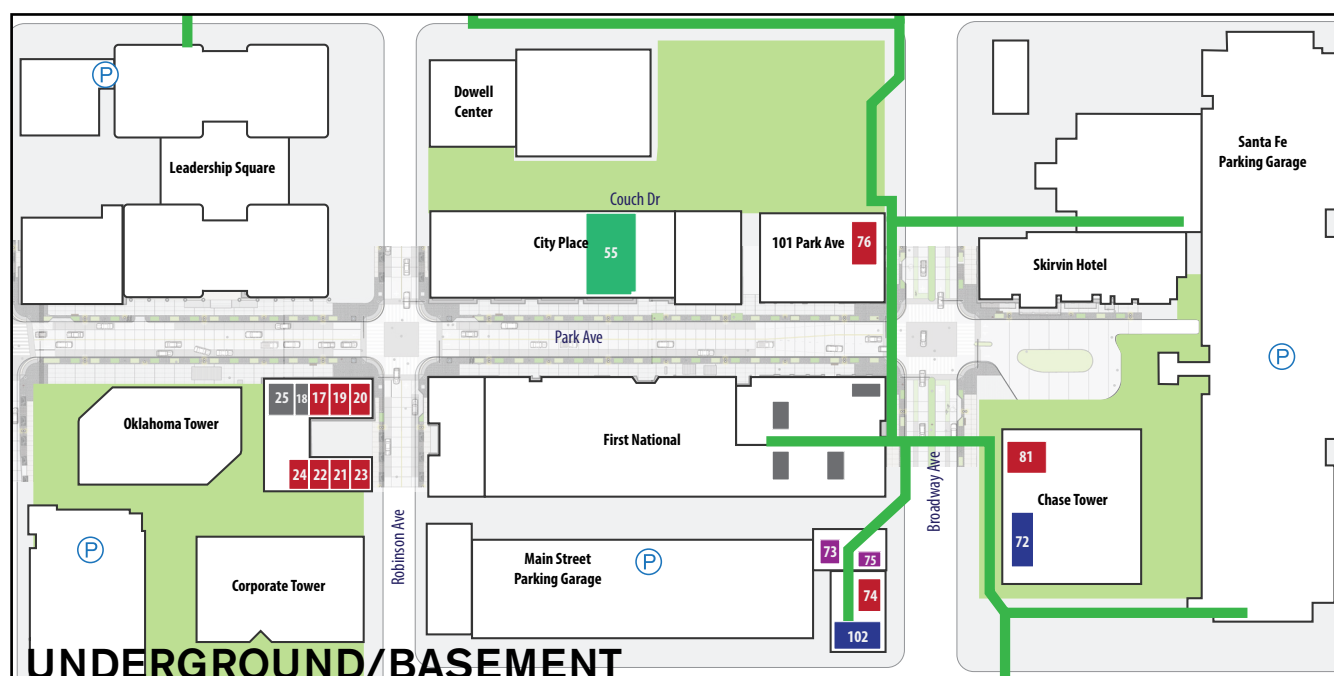


APPENDIX

PARK AVE SPACE INVENTORY

ID	Name	Building	Retail Type	SF estimate	Location
1	Chad W Moody Law Office	Court Plaza Office Bld	Office	1,500	Storefront
2	Park Harvey Athletic Club	Park Harvey	Service	5,500	Upper Floor
3	Park Harvey Sushi Restaurant	Park Harvey	Restaurant	2,500	Storefront
4	Planet Sub	Park Harvey	Restaurant	2,000	Storefront
5	Subway	Court Plaza Office Bld	Restaurant	1,500	Storefront
6	Cow Calf Hay	Court Plaza Office Bld	Restaurant	1,593	Storefront
7	David Bedford Law Office	Park Harvey	Office	1,500	Storefront
9	Floral & Hardy	Oklahoma Tower	Vacant	1,107	Storefront
10	John Rex Charter Elementary	Oklahoma Tower	Vacant	1,367	Concourse
11	Park Avenue Salon	Oklahoma Tower	Service	1,529	Upper Floor
12	Richey's Grill	Oklahoma Tower	Restaurant	3,572	Concourse
13	Teena Hicks Co	Oklahoma Tower	Retail	1,798	Upper Floor
14	200 Park	Robinson Renaissance	Retail	3,589	Storefront
15	Mid First Bank	Robinson Renaissance	Office-Bank	2,691	Storefront
16	Quik Print	Robinson Renaissance	Service	1,742	Storefront
17	Snow Pea Restaurant	Robinson Renaissance	Restaurant	756	Basement
18	Vacant	Robinson Renaissance	Vacant	761	Basement
19	The Island	Robinson Renaissance	Restaurant	782	Basement
20	Suzi's Greek & Seafood	Robinson Renaissance	Restaurant	682	Basement
21	Chicken Etc	Robinson Renaissance	Restaurant	787	Basement
22	Deli	Robinson Renaissance	Restaurant	787	Basement
23	Mom's Kitchen	Robinson Renaissance	Restaurant	698	Basement
24	Quesadillas	Robinson Renaissance	Restaurant	782	Basement
25	Vacant	Robinson Renaissance	Vacant	2,345	Basement
26	FEDEX Office Print & Ship Ctr	Corporate Tower	Service	1,500	Storefront
27	Tinder Box	First National Building	Retail	1,200	Storefront
28	Downtown Chiropractic	First National Building	Service	1,200	Concourse
29	Downtown OKC Tag Agency	First National Building	Service	550	Concourse
30	Dr Computers	First National Building	Service	1,000	Concourse
31	Golden Dragon	First National Building	Restaurant	1,500	Concourse
32	Gina Master Taylor	First National Building	Service	850	Concourse
33	Lets DO Greek	First National Building	Restaurant	2,000	Concourse
34	Café 7	First National Building	Restaurant	3,331	Storefront
35	Medicine Cabinet	First National Building	Retail	1,200	Concourse
36	Metro Medical Assoc Clinic	First National Building	Office-Medical	5,000	Storefront
37	A Story of Hope	First National Building	Retail	7,500	Storefront
38	Nancy Farha's	First National Building	Retail	1,200	Concourse
39	OKC Headshots	First National Building	Service	850	Concourse
40	Pat's Phase II Hair & Nail Sln	First National Building	Service	1,200	Concourse
41	Its Vapin Nuts	First National Building	Service	200	Concourse
42	Vacant		Vacant	2,000	Concourse
43	Vacant	First National Building	Vacant	500	Storefront
44	LT's Famous Gormet Deli	First National Building	Restaurant	1,200	Concourse
45	Sweets & Eats	Oil & Gas Bldg	Restaurant	2,000	Storefront
46	Urban Taco Shop	Oil & Gas Bldg	Restaurant	1,500	Storefront
47	IBC Bank	Park Avenue Bldg	Office-Bank	2,500	Storefront
48	Vacant	Park Avenue Bldg	Vacant	500	Storefront
49	Vacant	Park Avenue Bldg	Vacant	7,500	Storefront
50	UMB Bank	City Place	Office-Bank	5,000	Storefront
51	Parking Garage	City Place	Garage	3,440	Storefront
52	City Reporters Inc	City Reporters Bldg	Office	3,800	Storefront

ID	Name	Building	Retail Type	SF estimate	Location
53	Coolgreens	City Place	Restaurant	1,700	Storefront
54	Coyle Law Firm	125 Park	Office	5,000	Storefront
55	Northwest Oil & Gas Exploration	125 Park	Office	5,000	Basement
56	Greater Ok City Chamber of Commerce	Chamber of Commerce	Office	4,677	Storefront
57	Susan G Komen Breast Cancer	115 Park	Office	2,500	Storefront
58	Bank of America	Leadership Square	Office-Bank	8,550	Storefront
59	City Bites Subs	Leadership Square	Restaurant	1,575	Concourse
60	Crave	Leadership Square	Restaurant	525	Concourse
61	Ground Floor Cafe & Bakery	Leadership Square	Restaurant	1,050	Concourse
62	Old School Bagel Cafe	Leadership Square	Restaurant	2,000	Storefront
63	Urban Hair & Skincare	Leadership Square	Service	850	Upper Floor
64	Thunder Shop	Leadership Square	Retail	1,500	Storefront
65	Leadership Square Eye Care	Leadership Square	Service	2,000	Storefront
66	BC Clark Jewelers (office)	101 Park Ave	Office	5,200	Storefront
67	BC Clark Jewelers (retail)	101 Park Ave	Retail	5,200	Storefront
68	Vacant		Vacant	-	Underground
69	Vacant		Vacant	-	Underground
70	Vacant		Vacant	-	Underground
71	Vacant		Vacant	-	Underground
72	Chase Bank	Chase Tower	Service	300	Underground
73	US Postal Center (underground)	First National	Service	250	Underground
74	The Buzz Espresso		Restaurant	500	Underground
75	Executive Barber Shop	City Center Bldg	Service	250	Underground
76	China Chef Restaurant (underground)		Restaurant	1,500	Underground
77	Red Piano Lounge	Skirvin	Hotel Restaurant	1,500	Storefront
78	Artist in Residency	Skirvin	Hotel	200	Storefront
79	Skirvin Hotel	Skirvin	Hotel	-	Storefront
80	Park Ave Grill	Skirvin	Hotel Restaurant	2,000	Storefront
81	Hot Tamele Grill	Chase Tower	Restaurant	1,500	Underground
82	Vacant	Santa Fe Parking Garage	Vacant	1,500	Storefront
83	Vacant	Santa Fe Parking Garage	Vacant	4,000	Storefront
84	Vacant	Santa Fe Parking Garage	Vacant	1,500	Storefront
85	Red Earth	Santa Fe Parking Garage	Sales	5,000	Storefront
86	The Whole Enchilada	Santa Fe Parking Garage	Vacant	2,500	Storefront
87	Becky's Hailmark	Main St Parking Garage	Vacant	4,000	Storefront
88	Subway	Main St Parking Garage	Restaurant	2,000	Storefront
89	Italian Express	Main St Parking Garage	Restaurant	2,000	Storefront
90	Creative Oklahoma	Main St Parking Garage	Office	4,000	Storefront
91	BancFirst	BancFirst Bld	Office-Bank	6,222	Storefront
92	BancFirst	City Center Bldg	Office-Bank	4,263	Storefront
93	Dowell Center	Dowell Center	Vacant	8,986	Storefront
94	Sandridge Parkside	Sandridge Parkside	Under Construction	5,848	Storefront
95	UCO	Santa Fe Parking Garage	Office	2,500	Storefront
96	Future Retail Space	Santa Fe Parking Garage	Under Construction	1,500	Concourse
97	Future Retail Space	Santa Fe Parking Garage	Under Construction	2,500	Concourse
98	Future Retail Space	Santa Fe Parking Garage	Under Construction	2,500	Concourse
99	Future Retail Space	Santa Fe Parking Garage	Under Construction	2,500	Concourse
100	Future Retail Space	Santa Fe Parking Garage	Under Construction	2,500	Concourse
101	Future Retail Space	Santa Fe Parking Garage	Under Construction	2,500	Concourse
102	BancFirst	BancFirst Bld	Service	1,000	Underground

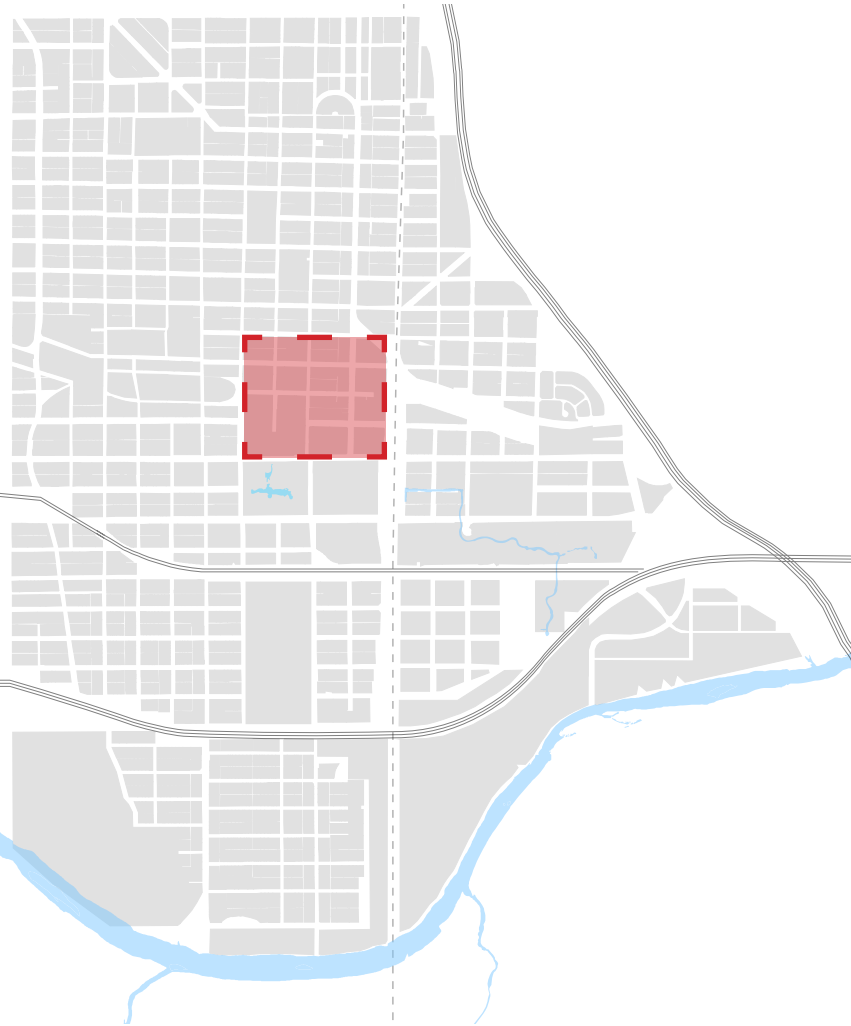


OFFICE BASED RETAIL DEMAND

PRIMARY TRADE AREA

Category	Total Captured Expenditures (\$)	Retail Sales per SF (Low)	Total Demand Low Productivity (SF)	Retail Sales per SF (High)	Total Demand High Productivity (SF)
Full Service Restaurants and Fast Food	15,619,048		84,583		58,126
Full Service Restaurants	9,120,919	250	36,484	350	26,060
Fast Food/Deli/Lunch Eateries	9,619,886	200	48,099	300	32,066
Goods and Services	19,914,182		116,400		92,490
Department Stores	-	200	-	270	-
Discount Stores	271,011	180	1,506	225	1,204
Drug Stores	4,310,475	190	22,687	240	17,960
Grocery Stores	-	250	-	422	-
Clothing Stores	1,828,990	200	9,145	270	6,774
Shoe Stores	1,345,042	200	6,725	270	4,982
Sporting Goods	582,406	200	2,912	270	2,157
Electronics/Phone/Computers	2,269,549	200	11,348	250	9,078
Jewelry	1,111,412	200	5,557	270	4,116
Office Suppliers/Stationery/Novelty Gifts and Cards	2,609,982	160	16,312	200	13,050
Warehouse Clubs	55,070	180	306	225	245
Other Goods (florists, non-food vendors)	964,559	180	5,359	225	4,287
Personal Care	2,596,632	190	13,666	240	10,819
Personal Services	1,311,666	190	6,904	240	5,465
Other Services (not elsewhere classified)	19,158	190	101	240	80
Entertainment (sporting events, theater, concerts, movies)	1,595,360	115	13,873	130	12,272

Generally, capture rates of office workers in the Primary Trade Area include 80 - 95% for Food & Dining, and 25 - 50% for Retail Goods and Services.

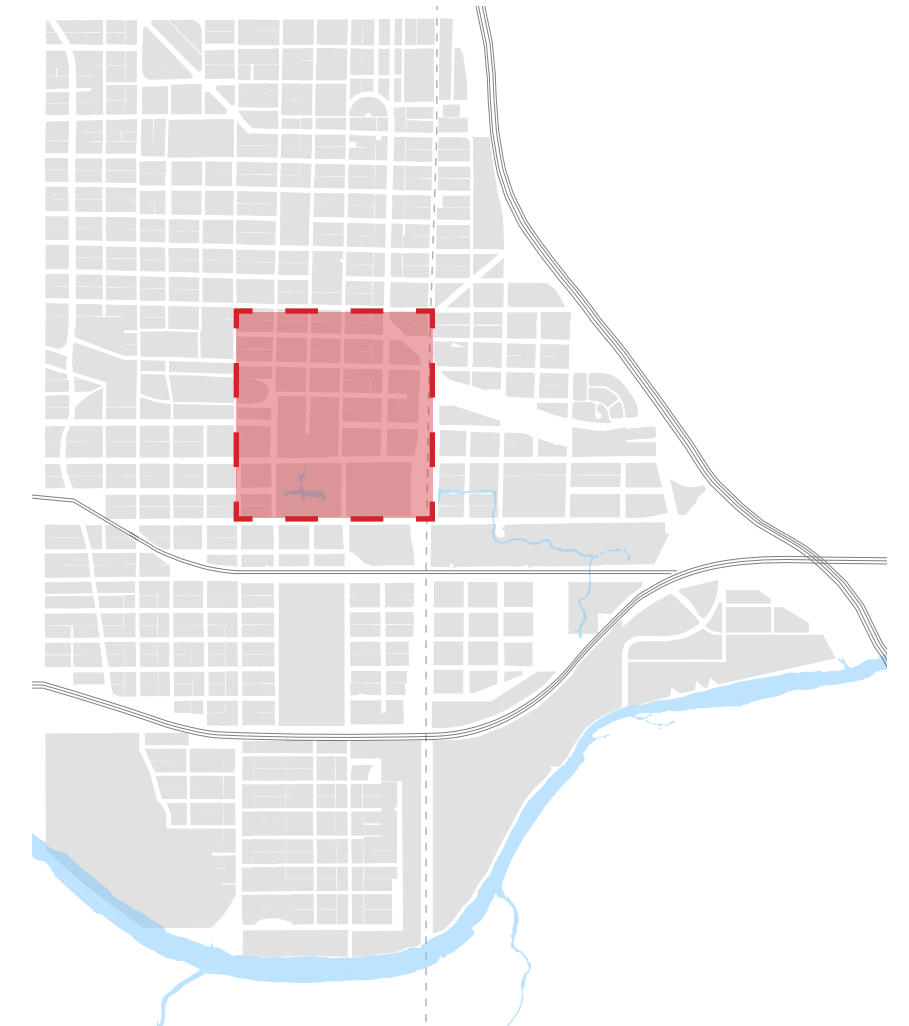


OFFICE BASED RETAIL DEMAND

SECONDARY TRADE AREA

Category	Total Captured Expenditures (\$)	Retail Sales per SF (Low)	Total Demand Low Productivity (SF)	Retail Sales per SF (High)	Total Demand High Productivity (SF)
Full Service Restaurants and Fast Food	14,935,525		28,323		19,447
Full Service Restaurants	2,965,474	250	11,862	350	8,473
Fast Food/Deli/Lunch Eateries	3,292,318	200	16,462	300	10,974
Goods and Services	12,431,123		25,803		20,584
Department Stores	-	200	-	270	-
Discount Stores	176,227	180	979	225	783
Drug Stores	373,723	190	1,967	240	1,557
Grocery Stores	-	250	-	422	-
Clothing Stores	356,794	200	1,784	270	1,321
Shoe Stores	262,387	200	1,312	270	972
Sporting Goods	75,743	200	379	270	281
Electronics/Phone/Computers	737,896	200	3,689	250	2,952
Jewelry	361,352	200	1,807	270	1,338
Office Suppliers/Stationery/Novelty Gifts and Cards	848,580	160	5,304	200	4,243
Warehouse Clubs	35,810	180	199	225	159
Other Goods (florists, non-food vendors)	125,442	180	697	225	558
Personal Care	506,544	190	2,666	240	2,111
Personal Services	255,876	190	1,347	240	1,066
Other Services (not elsewhere classified)	12,457	190	66	240	52
Entertainment (sporting events, theater, concerts, movies)	414,958	115	3,608	130	3,192

Generally, capture rates of office workers in the Secondary Trade Area include 40 - 50% for Food & Dining, and 10 - 25% for Retail Goods and Services.

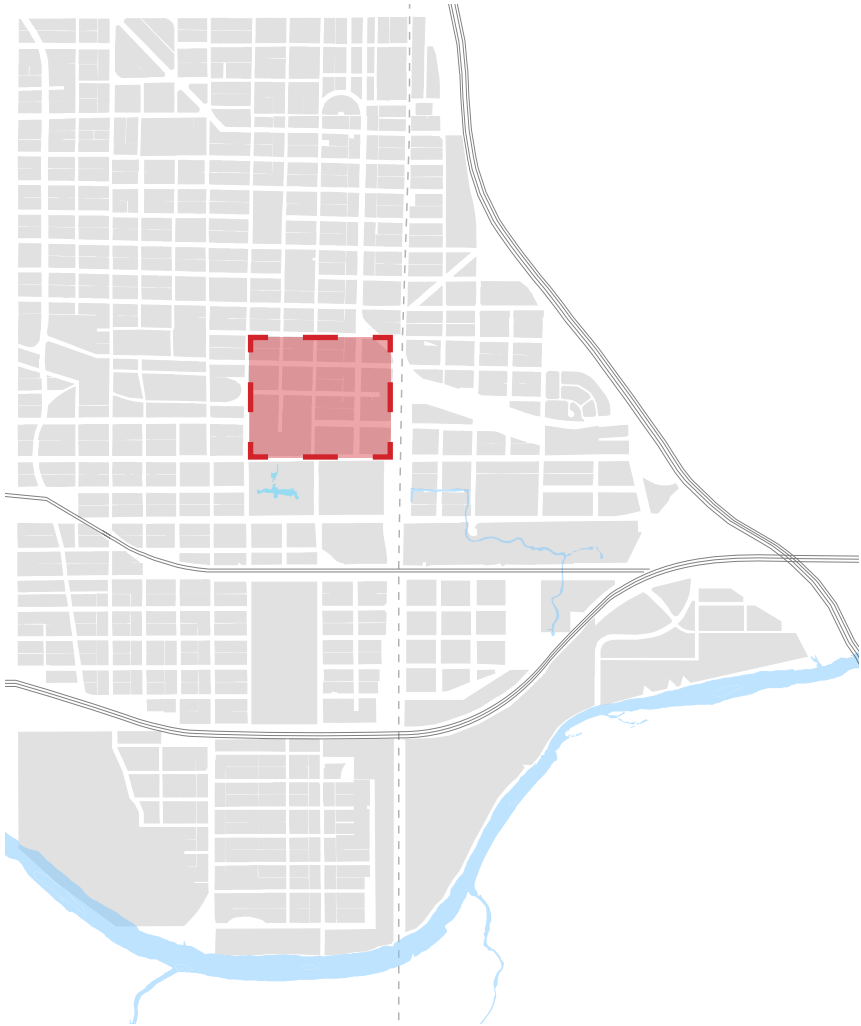


RESIDENTIAL BASED RETAIL DEMAND

PRIMARY TRADE AREA

Category	Total Captured Expenditures (\$)	Retail Sales per SF (Low)	Total Demand Low Productivity (SF)	Retail Sales per SF (High)	Total Demand High Productivity (SF)
Full Service Restaurants and Fast Food	441,989		1,950		1,337
Full Service Restaurants	192,448	250	770	350	550
Fast Food/Deli/Lunch Eateries	236,069	200	1,180	300	787
Goods and Services	-		5,497		4,165
Department Stores	-	200	-	270	-
Discount Stores	-	180	-	225	-
Drug Stores	-	190	-	240	-
Grocery Stores	120,601	250	482	422	286
Clothing Stores	76,979	200	385	270	285
Shoe Stores	76,979	200	385	270	285
Sporting Goods	25,660	200	128	270	95
Electronics/Phone/Computers	51,319	200	257	250	205
Jewelry	205,278	200	1,026	270	760
Office Suppliers/Stationery/Novelty Gifts and Cards	12,830	160	80	200	64
Warehouse Clubs	-	180	-	225	-
Other Goods (florists, non-food vendors)	87,243	180	485	225	388
Personal Care	215,542	190	1,134	240	898
Personal Services	215,542	190	1,134	240	898
Other Services (not elsewhere classified)	-	190	-	240	-
Entertainment (sporting events, theater, concerts, movies)	-	115	-	130	-

Generally, capture rates of Residential spending in the Primary Trade Area include 25 - 40% for Food & Dining, and 5 - 10% for Retail Goods and Services.

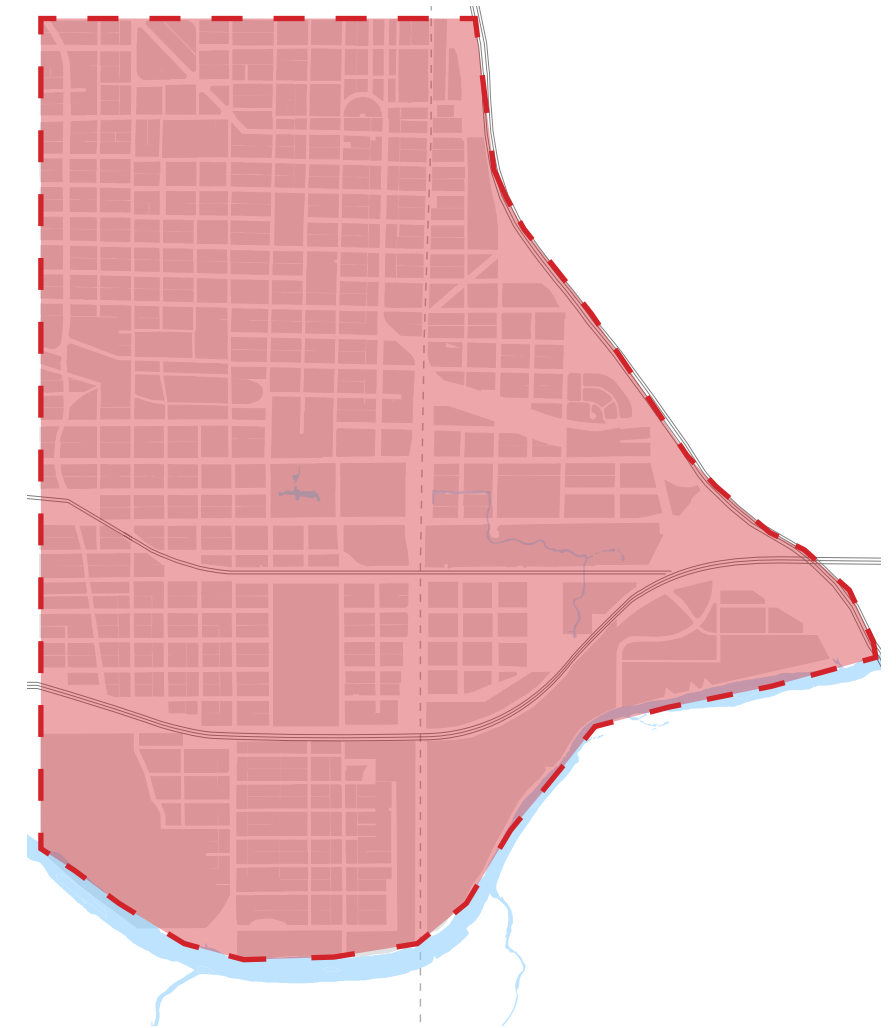


RESIDENTIAL BASED RETAIL DEMAND

SECONDARY TRADE AREA

Category	Total Captured Expenditures (\$)	Retail Sales per SF (Low)	Total Demand Low Productivity (SF)	Retail Sales per SF (High)	Total Demand High Productivity (SF)
Full Service Restaurants and Fast Food	1,667,217		7,392		5,108
Full Service Restaurants	943,707	250	3,775	350	2,696
Fast Food/Deli/Lunch Eateries	723,509	200	3,618	300	2,412
Goods and Services	-		28,959		22,398
Department Stores	-	200	-	270	-
Discount Stores	-	180	-	225	-
Drug Stores	-	190	-	240	-
Grocery Stores	-	250	-	422	-
Clothing Stores	629,138	200	3,146	270	2,330
Shoe Stores	629,138	200	3,146	270	2,330
Sporting Goods	314,569	200	1,573	270	1,165
Electronics/Phone/Computers	314,569	200	1,573	250	1,258
Jewelry	629,138	200	3,146	270	2,330
Office Suppliers/Stationery/Novelty Gifts and Cards	157,285	160	983	200	786
Warehouse Clubs	-	180	-	225	-
Other Goods (florists, non-food vendors)	267,384	180	1,485	225	1,188
Personal Care	1,321,190	190	6,954	240	5,505
Personal Services	1,321,190	190	6,954	240	5,505
Other Services (not elsewhere classified)	-	190	-	240	-
Entertainment (sporting events, theater, concerts, movies)	-	115	-	130	-

Generally, capture rates of Residential spending in the Secondary Trade Area include 10 - 15% for Food & Dining, and 5 - 15% for Retail Goods and Services.

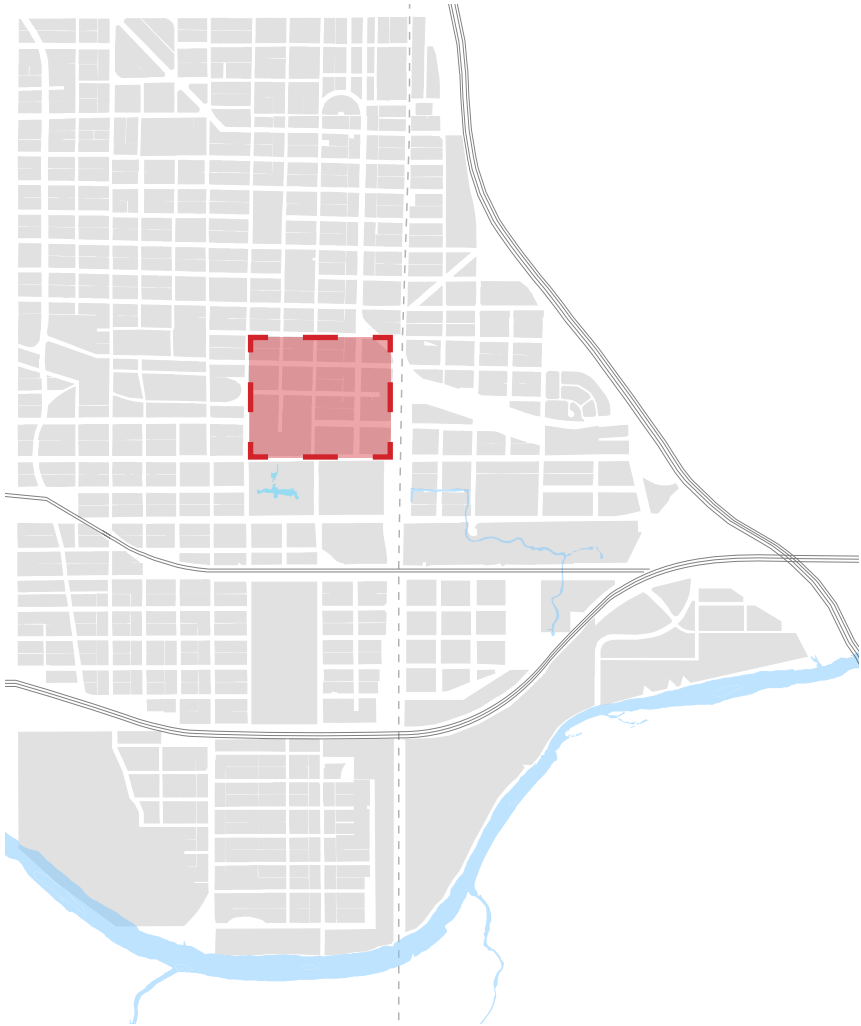


HOTEL BASED RETAIL DEMAND

PRIMARY TRADE AREA

Category	Total Captured Expenditures (\$)	Retail Sales per SF (Low)	Total Demand Low Productivity (SF)	Retail Sales per SF (High)	Total Demand High Productivity (SF)
Full Service Restaurants and Fast Food	6,031,022	200	30,155	270	22,337
Full Service Restaurants	-	-	-	-	-
Fast Food/Deli/Lunch Eateries	-	-	-	-	-
Goods and Services	1,206,204	200	6,031	270	4,467
Department Stores	-	-	-	-	-
Discount Stores	-	-	-	-	-
Drug Stores	-	-	-	-	-
Grocery Stores	-	-	-	-	-
Clothing Stores	-	-	-	-	-
Shoe Stores	-	-	-	-	-
Sporting Goods	-	-	-	-	-
Electronics/Phone/Computers	-	-	-	-	-
Jewelry	-	-	-	-	-
Office Suppliers/Stationery/Novelty Gifts and Cards	-	-	-	-	-
Warehouse Clubs	-	-	-	-	-
Other Goods (florists, non-food vendors)	-	-	-	-	-
Personal Care	-	-	-	-	-
Personal Services	-	-	-	-	-
Other Services (not elsewhere classified)	-	-	-	-	-
Entertainment (sporting events, theater, concerts, movies)	-	-	-	-	-

Generally, capture rates of Visitor spending in the Primary Trade Area include 25% for Food & Dining, and 25% for Retail Goods and Services.

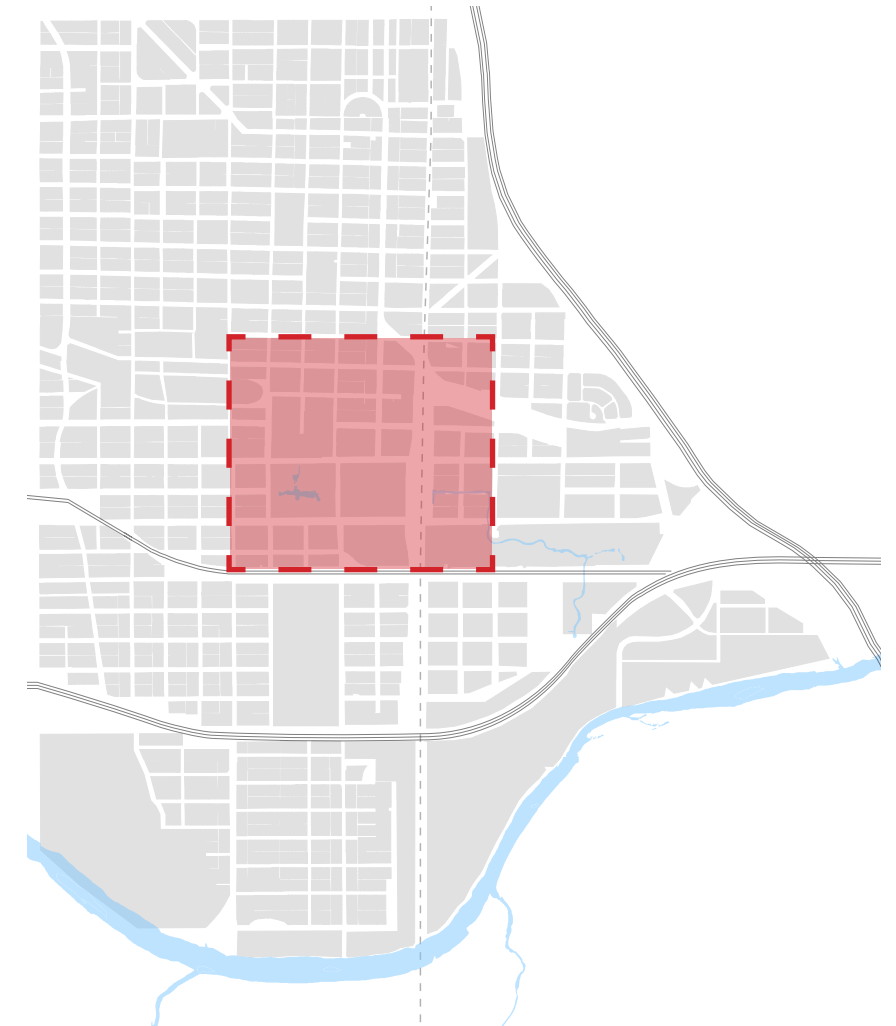


HOTEL BASED RETAIL DEMAND

SECONDARY TRADE AREA

Category	Total Captured Expenditures (\$)	Retail Sales per SF (Low)	Total Demand Low Productivity (SF)	Retail Sales per SF (High)	Total Demand High Productivity (SF)
Full Service Restaurants and Fast Food	1,215,492	200	6,077	270	4,502
Full Service Restaurants	-	-	-	-	-
Fast Food/Deli/Lunch Eateries	-	-	-	-	-
Goods and Services	243,098	200	1,215	270	900
Department Stores	-	-	-	-	-
Discount Stores	-	-	-	-	-
Drug Stores	-	-	-	-	-
Grocery Stores	-	-	-	-	-
Clothing Stores	-	-	-	-	-
Shoe Stores	-	-	-	-	-
Sporting Goods	-	-	-	-	-
Electronics/Phone/Computers	-	-	-	-	-
Jewelry	-	-	-	-	-
Office Suppliers/Stationery/Novelty Gifts and Cards	-	-	-	-	-
Warehouse Clubs	-	-	-	-	-
Other Goods (florists, non-food vendors)	-	-	-	-	-
Personal Care	-	-	-	-	-
Personal Services	-	-	-	-	-
Other Services (not elsewhere classified)	-	-	-	-	-
Entertainment (sporting events, theater, concerts, movies)	-	-	-	-	-

Generally, capture rates of Visitor spending in the Secondary Trade Area include 15% for Food & Dining, and 15% for Retail Goods and Services.



MERGING MARKETS SUPPLY INVENTORY

	SF					Total	Retail Frontage				Primary Trade Area	
	Ground Level	Storefront	Interior	Upper Level	Under-ground/ Basement		Primary		Secondary		Study Area	Outside Study Area
Food & Beverage												
Restaurant*	33,546	22,124	11,422	-	8,774	42,320	22,124	52.3%	20,196	47.7%	42,320	22,000
General Merchandise, Apparel, Furnishings and Other												
Sales/Retail	21,389	18,989	2,400	1,798	-	23,187	18,989	81.9%	4,198	18.1%	20,771	-
Neighborhood Goods & Services												
Service/Other	11,092	5,242	5,850	7,879	1,800	20,771	5,242	25.2%	15,529	74.8%	28,187	-
Non Retail												
Residential - Lobby	3,440	3,440	-	-	-	3,440	3,440	100.0%	-	0.0%	3,440	-
Office	5,000	5,000	-	-	5,000	10,000	5,000	50.0%	5,000	50.0%	10,000	-
Office - Medical	29,226	29,226	-		-	29,226	29,226	100.0%	-	0.0%	29,226	-
Office - Bank	35,677	35,677	-	-	-	35,677	35,677	100.0%	-	0.0%	35,677	-
Other												
Hotel Use	3,700	3,700	-	-	-	3,700	3,700	100.0%	-	0.0%	3,700	6,500
Vacant/Under Construction												
Vacant	35,460	32,093	3,367	-	3,106	38,566	32,093	83.2%	6,473	16.8%	38,566	14,000
Under Construction	19,848	5,848	14,000	-	-	19,848	5,848	29.5%	14,000	70.5%	5,848	21,000
	198,378	161,339	37,039	9,677	18,680	226,735	161,339	71.2%	65,395	28.8%	217,735	63,500

CONCEPT PRO FORMA COSTS
CONSTRUCTION COST DATA

The following projected landlord and tenant construction costs are based on the cost concept sources listed below. These should be considered conceptual budgets - existing conditions, available utilities, structural and other relevant factors existing in the field have not been surveyed. These costs are based on historical data as noted.

Pro Forma Space	Intended Use	Total SF	Landlord work						Tenant Work					Total Concept Costs	
			Storefront LF (Portion modified)	Storefront / LF	Storefront \$	Interior LL work / SF	Exterior LS	Total LL \$	Kit SF	Kitchen / SF	Kitchen \$	Interior T work / SF	Interior \$	Total \$	Total / SF
OK Tower / Floral & Hardy	café / restaurant	1,500	25	\$ 400	\$ 10,000	\$ 53	\$ 45,000	\$ 134,500	500	\$ 225	\$ 112,500	\$ 49	\$ 49,000	\$ 296,000	\$ 197
<div>Landlord work:</div> <div>1. Modify partial exterior storefront with new doors and vestibule</div> <div>2. Exterior shade canopy structure and landscape modifications at park interface (coordinate work and scope with park plans and streetscape work</div> <div>3. Interior storefront (at lobby) modifications to accommodate back-of-house (most likely new solid walls and relocated glass doors;</div> <div>4. Interior demolition of finishes, etc. for tenant finish work</div> <div>5. Utility verification and metering, underslab connections for plumbing and utilities as appropriate, venting for cooking requirements</div> <div>Tenant work:</div> <div>1. Kitchen fit-out & equipment</div> <div>2. café fit-out, finishes, furniture, fixtures</div> <div>3. Signage at LL's shade canopy and interior window</div>															

Kitchen cost is blended \$/SF based on sources below
LL \$/SF cost is adjusted for potential utility work
T \$/SF is midrange of restaurant fit-out (minus kitchen and bar work) with OKC factor

Construction and FF&E costs are conceptual, based on industry and regional averages, and applied on a square foot basis. These concept cost numbers should be considered guidelines for defining these projects and not actual construction budgets. The basis references for these projections are shown. These are taken from a range of industry sources. The building infrastructure capacity and the specific configurations of the retail spaces in question have not been field verified.
These projections and costs are conceptual in nature.

Leadership Square / Thundershop	dry retail	1,300	76	\$ 1,200	\$ 91,200	\$ 43	\$ 147,100	\$ -	\$ 20	\$ 26,000	\$ 173,100	\$ 133
<u>Landlord work:</u> <ul style="list-style-type: none">1. Modify entire exterior storefront, push out to existing curb, new entry doors and vestibule (coordinate work with streetscape work and ramp at front of building2. Interior demolition of finishes, etc. for tenant finish work3. Utility verification and metering												
<u>Tenant work:</u> <ul style="list-style-type: none">1. Store fit-out2. Signage at new storefront entry												
Renaissance / MidFirst Bank	dry retail	2,400	65	\$ 750	\$ 48,750	\$ 43	\$ 151,950	\$ -	\$ 20	\$ 48,000	\$ 199,950	\$ 83
<u>Landlord work:</u> <ul style="list-style-type: none">1. Modify entire exterior storefront bays, remove infill finishes, framing, reroute or abandon ductwork as appropriate2. New storefront at existing masonry bay openings, new entry doors and vestibule3. Building lighting / signage points of attachment at pilasters between storefront bays4. Utility verification and metering												
<u>Tenant work:</u> <ul style="list-style-type: none">1. Store fit-out2. Signage at new storefront entry and blade sign locations												

															\$/SF costs listed use 'low' end because of								
117 Park / City Reporters	dry retail	3,800	42	\$	950	\$	39,900	\$	34	\$	169,100		\$	-	\$	17	\$	64,600	\$	233,700	\$	62	the relative size of this retail space
Landlord work:																							
1. Modify entire exterior storefront at retail, reconfigure storefront footprint at corner to building entry, new retail entry doors and vestibule																							
2. Interior demolition of finishes, etc. for tenant finish work																							
3. Utility verification and metering																							
4. New building entry signage																							
Tenant work:																							
1. Store fit-out																							
2. Signage at new storefront entry																							

\$/SF costs listed use 'low' end because of the relative size of this retail space

	Retail Fit-out		Kitchen		inflation / escalation to 2015	Retail Fit-out		Kitchen		Total (reflects midrange of high and low)	Adjusted for OKC Factor (85%)													
Basis of pricing concepts:	\$/SF Low	\$/SF High	\$/SF Low	\$/SF High		\$/SF Low	\$/SF High	\$/SF Low	\$/SF High															
(Costs are rounded for simplicity)																								
2013 Retail Construction Survey																								
Annual survey tracks the costs of building and outfitting retail stores across the US. Focus on tenant build-out in shopping centers or freestanding build																								
Storefront & 'white box'	\$	38	\$	57	2.2% / Year	=	\$	40	\$	60	\$	50	\$	43										
Retailer interior fit-out	\$	18	\$	23		=	\$	20	\$	25	\$	23	\$	20										
Austin, TX retail store fit-out costs (specialty retail 2009 build)		\$	42			=	\$	48			\$	48	\$	41										
Specialty retail store fit-out in existing in-line storefront 'white box' condition (does not include store fixtures)																								
Newmark Grubb LSB Winter 2013 OKC Vitality Report																								
Economic analysis / forecast for OKC and surrounding area, includes comparative construction costs (OKC construction averages 85% of national average costs, see factor above)																								
Restaurantowner.com yearly owner survey 2013	\$	20	\$	90	\$	43	\$	150	\$	21	\$	94	\$	45	\$	157	\$	158	\$	134				
Survey of restaurant owners, various sizes and levels of finish and delivery																								
Panera café build-out costs (all inclusive, fit-out, kitchen, FF&E)		\$	360													\$	360	\$	306					
Store cost data																								
Restaurant architect resource		\$	100	\$	200	\$	300	\$	500												\$	550	\$	468
Published average costs based on source's client experience (note: California market)																								

downtown works

KIKU OBATA

